
Ten-Year Capital Strategy

Fiscal Years 2026-2035



The City of New York
Eric Adams, Mayor

**Mayor's Office of
Management and Budget**
Jacques Jiha, Ph.D., Director

**Department of
City Planning**
Daniel Garodnick, Director

May 2025

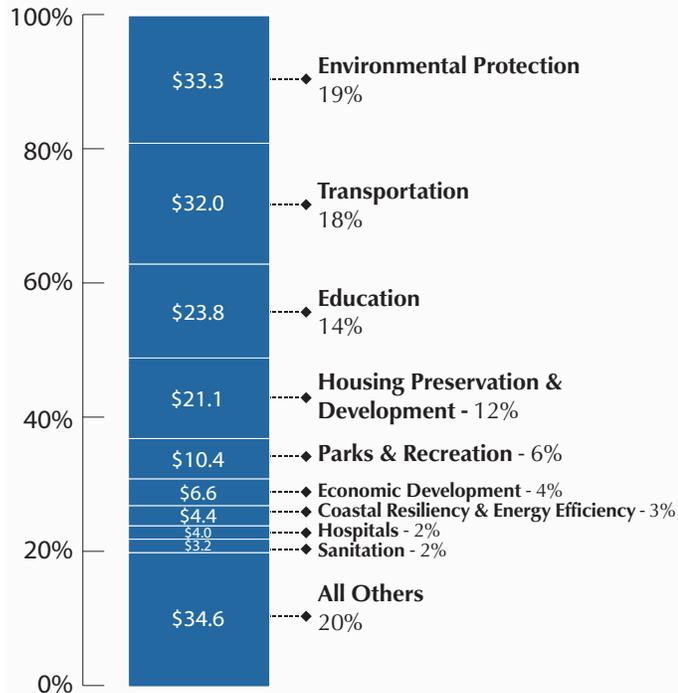
Ten-Year Capital Strategy Summary

2026-2035 Ten-Year Capital Strategy

Overview of \$173.4 Billion in Planned Spending

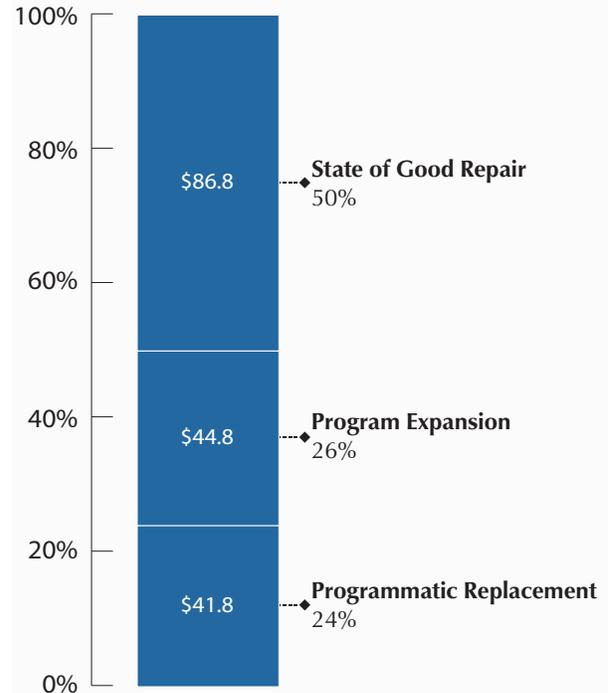
By Agency

Each of the following agencies will be responsible for making capital investments over the next decade.



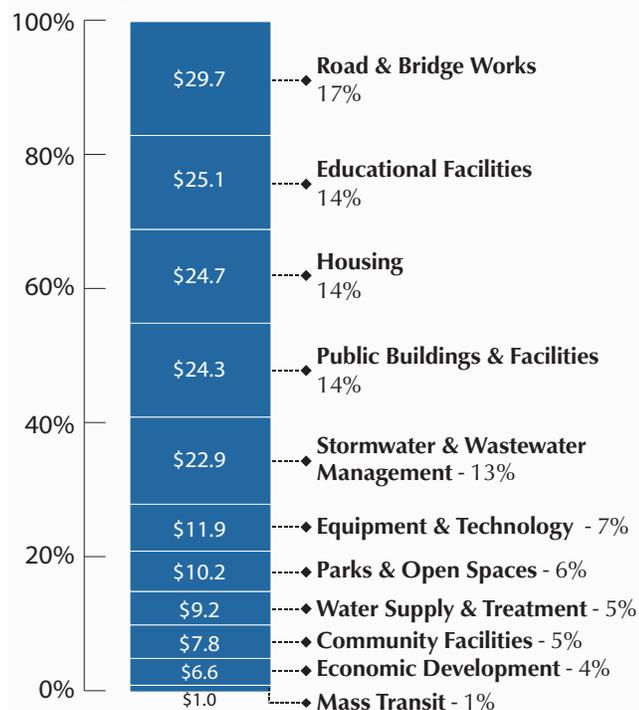
By Lifecycle Category

The city is investing to maintain and replace the assets we have today, while expanding for the New York of tomorrow.



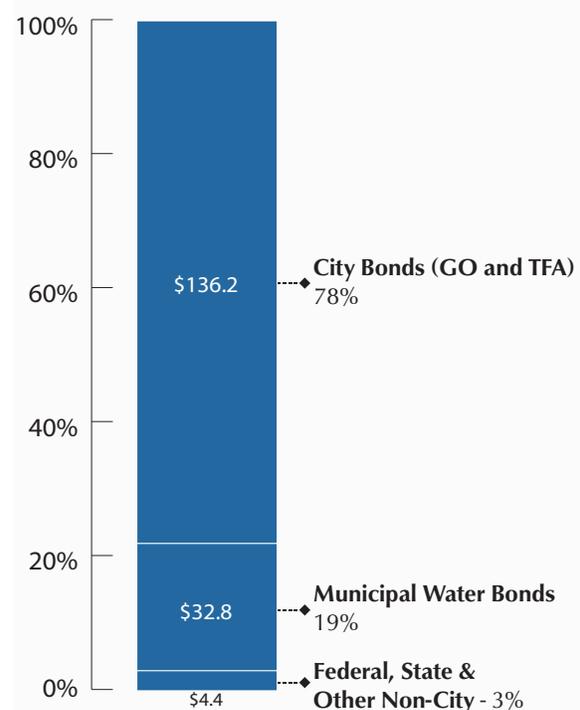
By Service Category

New Yorkers will benefit from investments across a broad range of infrastructure and facility types.



By Funding Source

The city's ambitious capital strategy leverages a mix of city, state, federal, and other funding sources.



Introduction and Overview

The city is pleased to publish the Fiscal Year 2026-2035 Ten-Year Capital Strategy (TYCS) concurrently with the release of the Fiscal Year 2026 Executive Budget. Mandated by the New York City Charter, the TYCS provides a platform for the city to demonstrate the comprehensive infrastructure planning efforts across all neighborhoods, reflecting its commitment to all New York City residents. It also outlines the principles that guide the city's capital planning decisions. The TYCS is designed to help prioritize investment decisions across all agencies and reflect an integrated approach to capital planning across infrastructure types, in line with the growth and needs of the city.

The TYCS outlines the allocation of \$173.4 billion over the next decade to ensure a financially responsible and resilient New York City guided by equitable, community-informed capital planning decisions. These investments aim to improve the city's integral capital infrastructure – including housing, roadways and bridges, schools, water and sewer facilities, and transportation systems – enhancing quality of life, safety, and affordability, for New Yorkers across the five boroughs.

The Ten-Year Capital Strategy has five main components:

- 1) An **Overview of Spending** (available on the previous page) showing how capital budget resources are allocated across agencies, lifecycle categories, service categories, and funding sources.
- 2) The **Capital Strategy** describing the city's approach to capital planning and decision making.
- 3) **Key Investments**: a discussion of how the city's capital strategy is manifested across a series of key investment areas.
- 4) A **Financing Program** section that provides a detailed look at the city's capital finance program.
- 5) A **Program Detail by Agency** section that provides a deeper dive into specific city agencies' capital investments.

Both the Preliminary TYCS (released along with the Fiscal Year 2026 Preliminary Budget in January 2025) and the TYCS have been updated to make the publications more insightful and accessible to a broader audience. The *Guiding Principles* and *Investment Priorities* sections from prior years have been replaced by the *Capital Strategy* and *Key Investments* sections to more clearly reflect the 'how' and 'what' of the city's capital planning, respectively. By making these updates, the city aims to enhance the document's usefulness for a wider public audience.

Key Abbreviations

COY	-	City of Yes
DCAS	-	Department of Citywide Administrative Services
DCP	-	Department of City Planning
DDC	-	Department of Design and Construction
DEP	-	Department of Environmental Protection
DHS	-	Department of Homeless Services
DOHMH	-	Department of Health and Mental Hygiene
DOE	-	Department of Education
DOT	-	Department of Transportation
DSNY	-	Department of Sanitation
DYCD	-	Department of Youth and Community Development
EDC	-	Economic Development Corporation
FDNY	-	Fire Department
H+H	-	NYC Health + Hospitals
HDC	-	Housing Development Corporation
HPD	-	Department of Housing Preservation and Development
MOCEJ	-	Mayor's Office of Climate and Environmental Justice
MOCS	-	Mayor's Office of Contract Services
MTA	-	Metropolitan Transit Authority
NYCHA	-	New York City Housing Authority
NYC Parks	-	Department of Parks and Recreation
NYPD	-	Police Department
NYPL	-	New York Public Library
OMB	-	Mayor's Office of Management and Budget
SBS	-	Small Business Services
SCA	-	School Construction Authority

Capital Strategy

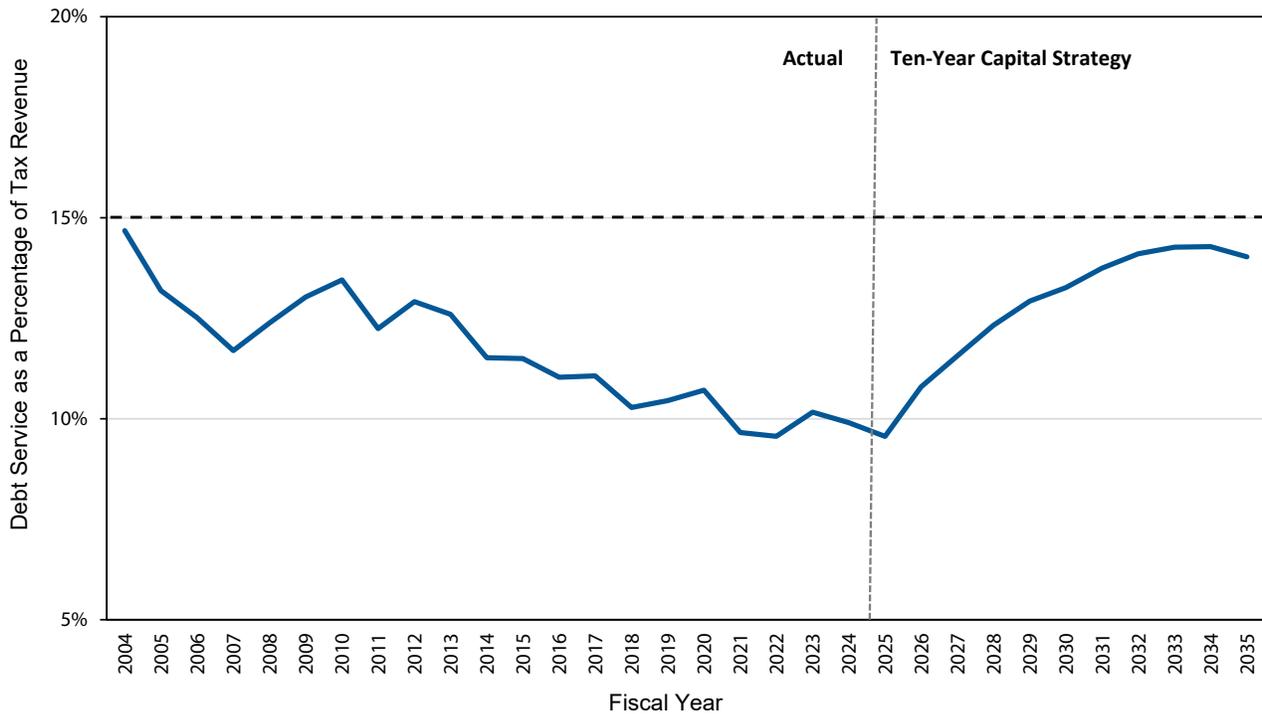
FINANCIAL RESPONSIBILITY

The capital program is primarily financed through the issuance of bonds. The city remains committed to maintaining sustainable levels of debt in a dynamic fiscal climate while meeting the city's legal mandates and prioritizing critical life safety projects. The city will maintain assets in a state of good repair, which contributes to financial responsibility by mitigating larger construction costs in the future. The city works to maintain realistic annual budget allocations and find savings through coordinated project design, procurement, and construction across city agencies.

Maintaining responsible debt management practices

Since the late 1980s, the city and fiscal monitoring agencies measure the debt service burden as a percentage of tax revenues. It is the best measure of debt burden because it puts debt service within the context of the city's resources. These credit strengths have a real impact on New Yorkers: strong demand for bonds reduces the costs of maintaining roads, bridges, schools, and other capital investments, and saves taxpayers money.

The TYCS demonstrates the city's commitment to meeting legal mandates and enhancing the capacity and quality of assets. Moreover, it maintains infrastructure that is critical to fostering long-term economic growth and improving the quality of life for New Yorkers.



Fiscal Year	Anticipated Debt Service Obligation (\$ in billions)	Debt Service as a Percentage of Tax Revenue
2026	\$8.7	10.8%
2027	\$9.6	11.6%
2028	\$10.5	12.3%
2029	\$11.4	12.9%
2030	\$12.1	13.3%
2031	\$13.1	13.7%
2032	\$13.9	14.1%
2033	\$14.7	14.3%
2034	\$15.3	14.3%
2035	\$15.6	14.0%

Capital Strategy

Maintaining infrastructure in a state of good repair

Maintaining existing infrastructure is a core component of the city's Capital Strategy, as responsible management and maintenance of the city's investments ensures that they will serve New Yorkers present and future. This maintenance is also a cost-saving measure, by helping to avoid costly replacements that require more substantial capital investment. Additionally, keeping infrastructure in a state of good repair is fundamental to public health and safety. New Yorkers depend on this physical infrastructure every day, whether it's the large and visible transportation network, the lesser-seen sanitation and sewer systems, or other assets in the city's portfolio. Maintaining these essential infrastructure responsibly is crucial to ensuring that New Yorkers can continue to rely on them.

For example, the School and Construction Authority (SCA) keeps schools in a state of good repair through an annual visual survey of architectural, electrical, and mechanical components of buildings. SCA produces component ratings that help the agency prioritize projects based on asset conditions. Other agencies complete similar work, such as the Department of Design and Construction's (DDC) pilot of five building condition assessments for the Brooklyn Public Library. These assessments will guide planning, decision-making, scope development, and budgeting decisions regarding every aspect of these facilities.

Another example can be found in NYC Parks' multifaceted approach to evaluating both its maintenance and new park and facility needs. For current assets, NYC Parks employs a Park Condition Score based on its Vital Parks initiative. The score serves as an indicator to both the agency and the public of the overall condition of a park and its component parts. The data to produce this condition score is compiled through an extensive inspection process, including a range of factors that contribute to how clean, safe, and vital a park feels to its visitors.

Fostering efficient project implementation through coordinated planning and procurement

Well-coordinated project planning can yield cost efficiencies, shorten project timelines, and reduce disruption to communities from construction work, ensuring the city delivers the best value to the public. DDC, a central managing agency for much of the city's capital investments, is advancing key reforms to early project planning to approach assets holistically and support citywide strategic goals.

One measure for promoting efficient and effective project planning is DDC's Front-End Planning Unit (FEP). The unit conducts comprehensive assessments of every project's scope, budget and schedule, regulatory requirements, and risks prior to initiation. These assessments help identify common causes of delays — such as regulatory processes, budget limitations, or challenging field conditions — so they can be addressed proactively before projects begin. FEP's work also extends to implementation, where they identify and evaluate innovative delivery approaches, including design-build, expanded work allowance, and other construction contract tools to assess the most efficient and effective way of delivering each project.

Another such example is the Department of Environmental Protection (DEP) Capital Project Proposals (CPP), created to communicate the scope of newly created projects with other city agencies in the early stages of project planning. The CPP form allows for early interagency coordination on projects such as reconstruction of roadways, sewers, and other subsurface infrastructure that often requires street excavation, which can be costly and disruptive to the surrounding community. This early coordination is especially important in these projects as a way to prepare for potential obstacles in advance, thus avoiding schedule setbacks and budget overruns.

The city has also invested in its capital procurement processes, leveraging innovative systems technology like the MOCS Procurement and Sourcing Solutions Portal (PASSPort), which serves as the city's central procurement portal for more than 7,000 agency staff and 40,000 vendors. The city is also streamlining contracting practices to deliver construction faster and at lower cost, through new practices like design-build project delivery.

DDC's Advanced Capital Planning portal, currently in a pilot phase, will inform and provide expertise to support efficient project delivery of state of good repair investments while facilitate holistic, long-term capital planning for the public buildings portfolio. DDC, with support from the Department of City Planning (DCP), is expanding the pilot to include more sponsor agencies and facilities, enhance asset survey data, and establish a prioritization framework for new needs in high-growth neighborhoods. The portal provides data on building condition assessments, capital project documents, and energy performance. It also integrates GIS-based information — such as floodplain maps, stormwater data, and heat maps — to identify critical facilities during severe weather. In later phases, it will expand to incorporate new critical data points gathered on site, including ADA-accessibility, key climate planning information, and assets available for various emergency scenarios.

Along with enhancements to the DDC portal, city agencies continues to prioritize increased transparency around capital project processes and agency-specific strategy for targeted, efficient investments that align infrastructure upgrades with broader development efforts. To complement the portal, the Advanced Capital Planning initiative aims to tie disparate data into a coherent, actionable and efficient capital planning tool, similar to DCP's Capital Project Portal.

Capital Strategy

RESILIENCY AND SUSTAINABILITY

The improved resilience of city assets, and the city as a whole, is a consistent directive for capital planning. This commitment to resiliency extends beyond planning for posterity; simply put, to plan a resilient city requires a proactive approach to anthropogenic climate change and its impacts. This goal must remain in the foreground of the city's Capital Strategy to ensure it is not just a feature, but a pillar of capital agencies' planning process. Through the city's Climate Budgeting initiative, new infrastructure projects and improvements will be viewed through the lens of how they reduce carbon emissions, mitigate flood risk for essential assets, improve coastal protection, and address heat vulnerability — helping to lessen the impact of climate change on current and future residents.

Moving toward resilient infrastructure

Climate change is an issue of truly global scale, with very real and tangible, local impacts for New Yorkers. Extreme weather events like heat waves and flooding caused by sea level rise, heavy precipitation, and coastal storm surge are affecting New Yorkers now, and are anticipated to become more frequent and severe in the coming decades. The present and expanding nature of these threats necessitates that the city's capital investments and long-term planning be responsive to and prepared for the ways in which climate will impact New Yorkers' lives and needs.

A key component of climate-centered planning and investment is bolstering the resiliency of city infrastructure and facilities. Both existing and planned facilities must be designed with climate change in mind, to ensure community preparedness. This is achieved through retrofitting existing assets and constructing new ones to withstand natural hazards like extreme rainfall, coastal flooding, and extreme heat. New assets are also designed to continue functioning in the face of intensifying climate events over the course of their useful lives. One approach the city takes to incorporate resiliency into its planning is through the Climate Resiliency Design Guidelines, which outline standards to help ensure buildings and infrastructure can withstand extreme weather and the impacts of climate change.

Reducing NYC's Carbon Emissions

The city has set an ambitious goal to reach carbon neutrality by 2050. The city continues to design capital projects to standards that minimize the city's greenhouse gas emissions, promote energy efficiency, and move towards electrification. As part of this effort, DCP spearheaded a citywide zoning text amendment, Zoning for Carbon Neutrality, as part of its broader City of Yes zoning text revisions, that passed in 2024. Through close collaboration with sister agencies as well as non-profit and private sector partners, DCP was able to determine how zoning text amendments can help the city meet ambitious climate goals. These changes will clear the path for much-needed green investments in a renewable energy grid, energy efficient and high performing buildings, electrical vehicle charging stations, and landfill waste and stormwater management.

Improving coastal resiliency

Since Hurricane Sandy, the city has advanced several coastal flood protection projects in partnership with state and federal agencies. These collaborations include new infrastructure and reconstruction of existing assets, as well as large scale flood mitigation initiatives, such as East Side Coastal Resiliency, South Shore Staten Island Coastal Storm Risk Management Project, Rockaways-Atlantic Shorefront, and Red Hook Coastal Resiliency. These projects represent the shared priorities of improving the resiliency of the city's coastlines to climate events as well as retaining the accessibility of the waterfront for the continued enjoyment of New Yorkers across the city. Project details, as well as neighborhood coastal flood protection guidance, can be explored on the Mayor's Office of Climate and Environmental Justice (MOCEJ) website.

Mitigating flood risk, including inland flood risk and stormwater management

New York City continues to strengthen efforts to prepare for heavy rainfall, improve stormwater management, and reduce flood risks. Coastal and inland areas — especially low-lying, paved surfaces that absorb little water — face the greatest threat from extreme rain.

As part of the city's plan for tackling the challenges of flood risk and stormwater management, DEP released their 2024 Stormwater Analysis, which outlined their four-pronged approach to mitigation infrastructure made up of sewers, green infrastructure, blue belts, and a cloudburst management system. Sewers form the backbone of the city's stormwater management, serving as the first line of defense to handle 98 percent of rainfall events. During more intense rainfall, other interventions such as green infrastructure, can help reduce stormwater runoff by absorbing it into permeable soil. These

Capital Strategy

investments also serve the added benefit of greening neighborhoods, providing aesthetic amenities as well as reducing the urban heat island effect that warms neighborhoods' surface temperatures.

While these efforts support the city's flood risk mitigation strategy, agencies recognize that long timelines for capital project planning, investment, and construction mean infrastructure alone cannot fully address stormwater flooding risks. Other stormwater resiliency measures are outlined in the Rainfall Ready NYC initiative, and include improving communication with the public before, during, and after storm events; distributing free sandbags and other flood barriers in at-risk neighborhoods; and inspecting chronic flooding locations and removing debris from catch basins where necessary. The city has also created stormwater flood maps to illustrate how various flood event scenarios might impact different parts of the city in order to raise awareness, promote advance preparation, and guide policymaking.

Addressing heat vulnerability

Heat waves are a significant concern for New Yorkers and as climate change leads to more frequent and intense events, the risk of heat-related impacts is expected to increase over time. At a baseline, New Yorkers are more vulnerable to extreme heat than residents of less-urbanized areas, due in part to the physical makeup of the city. Impervious surfaces, buildings, and sparse vegetation all contribute to trapping heat and increasing temperatures. Some New Yorkers, such as seniors and those with certain health conditions, are especially vulnerable to heat stress. Similarly, low-income residents are both more likely to live in areas that trap heat and are less likely to have access to air conditioning. New York City is working to mitigate the threat posed by extreme heat through a variety of measures, including adaptations to the built environment.

Cool It! NYC is a citywide plan to increase the amount of cooling features available to the public during heat emergencies, particularly in neighborhoods that face the dangers of high heat. NYC Parks' [Cool It! NYC map](#) highlights water features, drinking fountains, and trees across the city. The city also operates an extensive network of cooling centers, primarily in libraries, community centers, and senior centers, offering safe, free access to cooling during heatwave events. The Department of Transportation (DOT), through its Cool Corridors project, is developing interventions and best practices to reduce heat impacts on urban streets and sidewalks. It also explores analytical tools and performance metrics, including cost-benefit analysis, to effectively assess potential interventions.

Additionally, the Department of Health and Mental Hygiene (DOHMH) has developed an interactive Heat Vulnerability Index (HVI), a model to summarize the most important factors of neighborhood heat risk — surface temperature, green space, home air conditioning, and income — to help inform decision making around areas most in need of capital investment to curtail heat vulnerability. The HVI is useful both for public information and awareness and helps the city budget and plan for green infrastructure projects.

Capital Strategy

EQUITY AND COMMUNITY-INFORMED CAPITAL PLANNING

Capital projects that directly address the needs of historically underserved communities are actively prioritized in the city's long-term planning. This approach emphasizes targeting projects that improve affordable housing, transit access, green spaces, and climate-resilient infrastructure, as well as other improvements, in communities with legacies of public disinvestment.

Community perspectives play a key role in capital planning and decision making, and the city is committed to ensuring New Yorkers have the tools they need to better shape capital investment decisions. City agencies continue to strengthen community outreach and improve how the city integrates public feedback into the planning process, from project conception to design and construction. This includes focused emphasis on community input including the annual Community District Needs Statements and Budget Requests, and the city's Climate Budgeting initiative, as tools for informing agency-specific budgeting and decision making.

Implementing strategies for equitable outcomes of capital investment

Capital planning and investment is one of several key strategies in the toolkit for combatting pervasive social issues such as inequitable healthcare access, housing segregation, and unequal access to education and socioeconomic mobility. While there is no single cure-all for these challenges, the goal of more equitable outcomes from capital investment begins in the planning stages, whether it be a large infrastructure project, or a more targeted initiative.

One way the city is working to increase equity is through increased consistency in capital needs assessments across all boroughs and neighborhoods. For instance, city agencies are developing increasingly comprehensive and data-driven methods for assessing the condition and required maintenance for capital assets. This information is used to prioritize state of good repair and modernization projects across the city to ensure a similar approach is taken to identify needs in all neighborhoods. The city is also working to ensure existing and new city assets are compliant with the Americans with Disabilities Act. These efforts are designed to allow all New Yorkers to access and benefit from investment. The city needs the participation of New Yorkers to ensure that capital investments are equitable and serve community needs.

Similarly, the city has invested in data tools and technology to contribute to citywide assessments of need, such as the Equitable Development Data Explorer (EDDE). This application — a joint product of the DCP and the Department of Housing Preservation and Development (HPD) — is an interactive resource for better understanding how trends in affordability, housing production, quality of life and access to opportunity indicators, and other factors are reflected in data. This same data is also used to generate the EDDE's Displacement Risk Map, which displays vulnerability to displacement geographically, at the neighborhood scale. Tools like the EDDE are invaluable for understanding the capital needs citywide, and subsequent planning approaches to confront those challenges.

Leveraging hiring, procurement, and contracts to further equity

Promoting the city's equity agenda is not just a part of planning and capital investment, it must also carry through into implementation, influencing practices in hiring, contracting, and procurement. One primary goal for promoting this through city investment is by expanding the participation of Minority-and-Women-Owned Business Enterprises (M/WBEs) in the industry. M/WBE participation gives small businesses access to government contracts and ensures that a diversity of actors benefit from investment. In 2019, DDC's Office of Diversity and Industry Relations (ODIR) created the Business Development Unit, which has since engaged thousands of M/WBE firms, done outreach for contract opportunities, and provided support to connect M/WBEs to resources. SBS also offers a free Certification Program for M/WBEs to help increase visibility for these businesses to both city agencies and private enterprises who may be searching for contracted work. Through certification, M/WBEs can also access a range of other SBS business and workforce programs and initiatives to support the growth and sustainability of their work.

Key programs are being launched to ensure the city's design-build program is focused on maximizing M/WBE participation. In November 2021, DDC launched its Mentoring Program to provide emerging M/WBE firms the opportunity to acquire the knowledge and expertise they need to successfully compete for city contracts. Additionally, DDC works to increase entry-level job opportunities in the construction industry for women and minorities from underrepresented communities, and to address barriers into city work by M/WBEs.

Capital Strategy

Coordinating integrated capital investments for neighborhoods

City agencies regularly undertake interagency, neighborhood-based planning to support growth, drive equity and economic development, facilitate accessibility, protect health and safety, and make other quality of life improvements. Through this coordination, agencies can improve capital project prioritization and sequencing and implement a more collaborative approach to community engagement.

An important component of integrating capital investments for neighborhoods is to improve the connectivity between data collected and managed by various coordinating agencies, especially when that data is related to asset condition, neighborhood needs, and other inputs that may inform investment priorities. Following the capital planning charter revision passed in 2024, the city is expanding the breadth of its Citywide Statement of Needs to better connect existing capital datasets, as well as other components of the capital budgeting process, including the Ten-Year Capital Strategy and Community District Needs processes. By more formally linking the various components of the city's capital work, neighborhood projects involving interagency coordination will be better equipped with the tools and knowledge required to develop the integrated planning approaches that help the city achieve capital goals. Fostering better capital data sharing and communication amongst agencies will help the city better understand the needs of neighborhoods and how to leverage projects and city facilities to serve them.

Strengthening community outreach, and incorporating community feedback

New York City's capital agencies rely on community input to understand city residents' needs, help guide and improve the city's planning and assess the impact of capital investments. A variety of strategies are used to continually augment public input and ensure inclusivity.

The city works together with New Yorkers at the inception of project planning to help shape the direction of capital initiatives. The Office of Engagement, which helps coordinate community engagement efforts across agencies, systematically learns from communities to inform policy and programs, builds the capacity of all city agency outreach and engagement teams, and advances community-driven solutions. Furthermore, agencies are expanding the ability to gather community input well before projects are identified, to help transform the community's vision and priorities into completed projects. For example, the New York City Housing Authority's (NYCHA) [Connected Communities](#) program fosters participatory design and urban design connectivity across the city through public-private partnerships, aiming to create a more resilient public realm.

The annual Community District Needs process is also a valuable venue for gathering community input through the city's 59 Community Boards. This charter-mandated process requires community boards to submit an annual statement of district needs — a collection of narratives outlining the district's major priorities and challenges, and a list of their budget priorities. These requests, along with agency responses, are published by the Mayor's Office of Management and Budget (OMB) along with the city's Preliminary Budget. These district needs statements serve as a direct source of community perspective on important issues, which agencies then use to inform and plan their work.

Key Investments

HOUSING

Housing availability and affordability are not only vital to the city's Capital Strategy — they are vital to the future of New York City itself. Producing more housing and promoting housing affordability will require a broad array of policy adaptations, thoughtful planning, and strategic investment in infrastructure to support necessary and projected growth.

In the face of a significant housing shortage, building more homes is critical to providing New Yorkers with more housing options and lowering housing costs. The city's Capital Strategy reflects a commitment to thoughtful planning and strategic investments to support this growth. The recent adoption of the City of Yes for Housing Opportunity zoning amendment marks a historic step forward by unlocking opportunities for a range of housing types, including income-restricted affordable homes, across the city. Complementary investments in housing and infrastructure will ensure the city can support this growth effectively and equitably. The City's capital strategy also reflects the importance of maintaining existing affordable housing assets through investments in preservation programs.

Planning for changes in housing development

Housing growth is an important catalyst for capital projects. The city closely monitors anticipated housing developments to ensure residential capital investments — such as schools, sewers, and parks — have the capacity to accommodate anticipated housing changes at the neighborhood level.

Between 2010 and 2025, New York City experienced a net increase of 322,000 housing units. Net increases in units have been concentrated in both transit accessible neighborhoods and formerly non-residential areas that were rezoned to allow residential construction. In these transit-accessible neighborhoods, the city is making targeted improvements to transit stations and area transportation options. In formerly non-residential areas, the city is investing in schools, libraries, and open space to address the new needs of a residential population.

The city's planned neighborhood-wide rezonings are conducted in coordination with city agencies with the goal of anticipated residential housing growth being supported by capital investments.

Nearly 34,000 market rate and affordable housing units were completed in 2024, the most in over a decade. This production increase mirrors the growth in housing construction permits in 2022, due to an effort by developers to vest under the expiring 421-a property tax exemption program. Community districts along the East River in Brooklyn and Queens, as well as those on the west side of Midtown Manhattan have led the city in new housing development. The city's growing population and rising housing costs point towards the continuation to add to the housing supply and to make commensurate infrastructure investments.

City of Yes for Housing Opportunity (CHO)

New York City is in the midst of a housing crisis and combatting this crisis requires an all-hands-on-deck approach. In 2024, New York City took a significant step forward with the passage of City of Yes for Housing Opportunity, a set of citywide zoning changes to enable “a little more housing in every neighborhood.” This strategy was specifically designed to encourage more equitable, balanced growth across the city, removing historical barriers to housing opportunity and reducing the pressures that occur when new housing is concentrated into just a few neighborhoods.

City of Yes for Housing Opportunity included several significant changes to the city's zoning, to allow for more flexible housing creation that responds to the needs and demands of the city today.

Missing Middle Housing

New York City has an incredibly diverse stock of mid-rise multi-family housing in its low-density neighborhoods. Unfortunately, many of these building types were not possible to build under restrictive zoning that was implemented in 1961 and modified over time. The City of Yes initiative revised residential zoning to once again make it possible to build modest apartments on select sites: in particular, on large lots near transit as a part of the “Transit-Oriented Development” component, and on commercial corridors as a part of the “Town Center” component. Importantly, this approach fits into the existing context, allowing for new development that matches the scale and character of existing buildings that had been effectively banned by zoning.

Key Investments

City of Yes for Housing Opportunity (CHO) - continued

Universal Affordability Preference (UAP)

City of Yes allows buildings in medium and high-density zoning districts (R6-R10) to add at least 20% more housing if the additional homes are permanently affordable. These affordability bonuses allow greater affordability across a greater area of the city. For reference, the predecessor to UAP, Voluntary Inclusionary Housing, applied to only 13% of medium and high-density zoning districts, whereas UAP applies to 100%.

New Housing Parking Requirements

New York City's parking mandates have long required new housing to include parking, even where it isn't needed. These inflexible requirements increase the cost of housing developments, reduce the total number of units feasible in a given project, and drive-up housing costs for residents overall. City of Yes has rolled back parking mandates via a three-zone system in which parking mandates were either removed, reduced, or maintained. This approach allows for a context-sensitive revision of parking mandates to help generate numerous more affordable homes.

Accessory Dwelling Units (ADUs), Small and Shared Apartments

Increasing the diversity of the housing supply is integral to combatting the housing crisis and providing the types of housing that is in demand. To help diversify housing stock, one and two-family homeowners in all residential districts can now create ADUs such as backyard cottages or "in-law units," offering more flexibility for multigenerational families, rentable space, and other scenarios. Similarly, City of Yes allows buildings in higher-density districts to have more studios and one-bedrooms by lowering and standardizing the dwelling unit factor, creating a wider variety of housing options for people who want to live alone, reducing pressure on larger units that are suitable for family occupancy.

Height-Limited, Contextual Infill

City of Yes removes zoning obstacles and streamlines outdated rules to make it easier for campuses (excluding NYCHA) to infill with new contextual, height-limited buildings. These new infill rules are crafted to protect green and recreational spaces like playgrounds, while still allowing for greater residential density.

Each of these proposals aims to strategically increase housing production in a different way, with emphasis placed on retaining affordability and producing housing for all New Yorkers.



Illustration credit: Alfred Twu

Key Investments

Providing affordable housing for low and moderate-income New Yorkers

The Housing Blueprint ties together the work of the Housing Development Corporation (HDC), HPD, NYCHA, the Department of Small Business Services (SBS), and many other city agencies, to break down silos and address housing issues in a more holistic way. Whether it's public housing or affordable housing, homelessness or homeownership, city services should work together to serve New Yorkers where they are and where they want to go. The Housing Blueprint is the city's equitable vision to tackle New York City's affordable housing crisis and get New Yorkers into the safe, high-quality, affordable homes they deserve. The Housing Blueprint sets a plan to transform NYCHA: to improve services, create and preserve affordable and supportive housing, improve housing quality, sustainability, and resiliency, and remove administrative burdens so New Yorkers can get the help they need.

The city is also working to promote housing growth that allows low-income New Yorkers to choose housing based on key factors like access to transit, schools, and job centers. HPD's [Where We Live NYC](#) plan presents strategies to increase housing opportunities in amenity-rich neighborhoods. Such strategies include identifying opportunities to increase the supply and diversity of low-cost housing in lower-density neighborhoods, increase the floor area for buildings that provide affordable housing units, and legalize basement apartments and other accessory dwelling units. These strategies will work with the City of Yes for Housing Opportunity to expand the diversity and affordability of our housing stock.

To carry out these two plans, the city is investing \$21.1 billion in HPD's ten-year capital strategy, including \$8.1 billion for new construction. Funding will support construction of new units serving New Yorkers at a range of income levels, ranging from extremely low income to middle income, throughout the five boroughs. The TYCS also provides \$5.9 billion for preservation projects. Funding will support activities to preserve existing affordable housing stock while creating long-term affordability. Additionally, \$4.6 billion is allocated for the construction and preservation of housing for seniors, persons with disabilities, and formerly homeless households throughout the five boroughs.

HPD Investment for Affordable Housing Creation

HPD is constantly working to create affordable housing opportunities through varied investment strategies and programs. The following three projects are current examples of investments using the Mix and Match term sheets, Participation Loan Program, and Senior Affordable Rental Apartments term sheets.

Willets Point, Buildings 1 and 2

These two buildings, located within the Willets Point Phase I Development, will bring two new construction, multifamily affordable housing developments to the Willets Point Peninsula. They will include a total of 881 units all financed with HPD's Mix and Match term sheet. This program funds new construction of mixed income multi-family rental projects where 40%-60% of the units are at low-income rents affordable to households earning up to 80% of the Area Median Income (AMI), and the remainder of the units have rents affordable to moderate income households earning up to 120% of AMI. The development will be part of a larger redevelopment of the peninsula with a professional soccer stadium, a 650-seat public school, a hotel, retail, additional affordable housing, and open space and public realm improvements.



Images credit: S9 Architecture, 2023

Key Investments

HPD Investment for Affordable Housing Creation- continued

Livonia C3

At the cutting edge of sustainable environmental design and community support, Catholic Charities Progress of Peoples Development Corporation (CCPOP) is building a 13-story, 142-unit Senior Housing Project in Brownsville, Brooklyn, as part of HPD's Senior Affordable Rental Apartments term sheet. The project, developed as part of a comprehensive community vision through HPD's Brownsville Plan, is leveraging New York State Energy Research and Development Authority (NYSERDA) Building of Excellence funds, and will be all-electric. The development will include an approximately 10,000 square foot, public-facing Older Adult Center that can also serve as a resource in the event of an extreme weather event or other emergency. The project will be supported by a mix of NYCHA Project Based Section 8 vouchers for low-income households, NYC 15/15 subsidy for formerly homeless households, and HPD's Senior Affordable Rental Apartments term sheet.



Images credit: Magnusson Architecture & Planning, 2024

NYCHA Preservation Programs Through Section 8 Conversions

The Permanent Affordability Commitment Together (PACT) program was developed in New York City following the U.S. Department of Housing and Urban Development (HUD) Rental Assistance Demonstration (RAD) program development in 2012. Through PACT, developments convert from traditional public housing to a more stable, federally funded program called Project-Based Section 8. This conversion allows NYCHA to unlock funding to complete comprehensive repairs at these developments while ensuring homes remain permanently affordable and residents maintain the same basic rights. Once a property is converted to Project-Based Section 8, NYCHA leases the land and buildings to non-profit or private development partners, which conducts comprehensive repairs to the development, serves as the new on-site property manager, and provides enhanced social services and community programs. Last year, PACT closed on financing for eight developments, representing \$1.7 billion in comprehensive renovations for nearly 7,600 units. Overall, a total of nearly \$7 billion has been invested in NYCHA properties to date through PACT across all sources.

NYCHA residents have also voted to convert to Project-Based Section 8 under a parallel program called the New York City Public Housing Preservation Trust (the Trust) which was created in 2022 through New York State legislation and is similar to the PACT program but is 100% public. The Trust and NYCHA will enter into a long-term ground lease and their partnership unlocks valuable federal subsidies that can be used to issue bonds and fund comprehensive building renovations. After the Trust repairs and modernizes NYCHA buildings, NYCHA will own, control, and manage its property – there is no private management.

The TYCS allocates \$839 million in city capital towards additional conversions in 2026.

Key Investments

CONDITION OF CITY FACILITIES AND INFRASTRUCTURE

The city will not only make substantial investments to bring infrastructure and buildings to a state of good repair but also enhance asset monitoring to improve long-term maintenance planning. Capital investments will also promote energy efficiency, adopt modern design standards, and integrate innovative materials and construction techniques to anticipate future challenges and ensure the city's long-term resilience. The city can better maintain and improve quality of life in all neighborhoods when infrastructure is durable, efficient, and built for the future.

Protecting New Yorkers through improvements and replacements

Through regular maintenance, the city extends the longevity of capital investments, ensures the safety of New Yorkers who depend on critical infrastructure, and provides the highest level of service. For example, over the next 10 years DOT is committing more than \$17 billion toward repairs and replacements that will ensure the safety of its roughly 800 bridges and tunnels for decades to come. Key investments are also being made to DEP wastewater treatment facilities, including \$151 million for reconstruction of primary tanks at the North River Wastewater Resource Recovery Facility (WRRF), \$185 million for reconstruction of power distribution equipment at the Port Richmond WRRF to replace 30-year-old electrical and generator infrastructure, and \$493 million to reconstruct sludge handling equipment at the Hunts Point WRRF.

This TYCS also includes targeted investments for New Yorkers who rely on city buildings for housing and their health. The Department of Homeless Services (DHS) will dedicate \$707 million to upgrades and renovations across their network of shelters for homeless New Yorkers, as well as expand transitional housing through the Turning the Tide on Homelessness plan. To meet physical needs at NYCHA, the TYCS reflects \$3.6 billion in city capital to address lead, mold, heating, elevator, and pest issues. Outside of this city allocation, NYCHA has committed \$4.3 billion of their federal capital allocation in 2025 through 2029 towards portfolio-wide repairs.

Additionally, DOHMH is renovating neighborhood health center buildings. For example, improvements to the Corona Health Center include an Americans with Disabilities Act (ADA) accessible entrance and a new insulated roof to reduce the heat island effect. Other investments in the improvement and replacement of the city's capital assets over the next ten years include \$3.4 billion towards neighborhood park and playground reconstruction, \$3.1 billion in hospital and health facility rehabilitation, and \$3.1 billion in rehabilitation for libraries and cultural institutions, amongst many other items detailed in the Program Detail sections in the latter sections of this document.

Key Investments

DOHMH Bushwick Health Center Renovation

DDC is in the process of completing an exterior renovation of DOHMH’s Bushwick Health Center, an existing three-story, 19,500 square foot facility constructed in 1958, located in Brooklyn. Substantially completed in December 2024, this renovation includes the restoration of the brick façade, structural repair, roof replacement, exterior doors and windows replacement, and replacement of existing exterior ramp for ADA compliance.

The Bushwick Health Center is one of many similar facilities managed by DOHMH to provide services and programming to promote community health and well-being. The center also partners with outside providers to connect residents with primary care and social services. It is critical to both the present and future quality of life in New York City to ensure that facilities like the Bushwick Health Center, which provide such valuable resources for their communities, are kept in a state of good repair, ensuring that the highest quality of service can be delivered to New Yorkers.



Images credit: Thornton Tomasetti

Key Investments

Let's Swim NYC - Astoria Pool

Let's Swim NYC is one of 10 strategic initiatives as part of NYC Parks' Vital Parks for All plan to equitably strengthen the city's health, environment, and communities through the city's parks system. Vital Parks for All will focus investments in living infrastructure, including public parks, greenways, pools, playgrounds, wild areas, and recreation centers that host the civic life of the city and make communities healthier, safer, and more habitable.

As part of this initiative, Astoria Pool in Queens will reopen after an approximately \$19 million reconstruction, with a brand-new pool shell, deck, and lighting; state-of-the-art filtration and chemical treatment systems; and upgraded heating, ventilation, and air conditioning (HVAC) systems and electrical equipment. Let's Swim NYC overall is a \$1 billion investment to reconstruct aging swimming infrastructure at 31 sites and expand swim equity with the construction of three new pools. This funding will mark the city's highest period of investment in swimming infrastructure since the 1970s. The historic investment will expand safe water access throughout the five boroughs, promoting public safety and helping more New Yorkers learn life-saving water safety skills.



Image credit: NYC Parks/Daniel Avila

Promoting energy efficiency

Investments by multiple agencies to reduce energy usage and emissions associated with city buildings have reduced inefficiencies and saved the city millions of dollars in annual energy costs. Over the next 10 years, the city will continue to make aggressive investments in more energy-efficient buildings and clean energy generation infrastructure.

The Department of Citywide Administrative Services (DCAS) serves as the hub for energy management for the city's fixed asset portfolio and is responsible for purchasing the energy necessary to operate the city's schools and community colleges, cultural institutions, libraries, offices, police precincts, fire houses, wastewater resource recovery facilities, and more. Since buildings and other facilities constitute close to 90% of municipal emissions, DCAS has committed to leading the way in emissions reductions and energy efficiency efforts. DCAS is working to meet near-term goals of energy and emission reductions and ensure that the city is on track to meet the longer-term goals of an 80% reduction in its emissions and carbon neutrality by 2050. Investments in these projects are expected to pay dividends in avoided energy costs, green job growth, enhanced social infrastructure, improved air quality and public health, and furthering environmental justice initiatives.

In addition to energy investments to DCAS managed city facilities, HPD is providing critical funds to enable existing buildings to upgrade and retrofit for energy efficiency in concert with housing preservation programs. NYCHA is also advancing electrification and energy retrofits in order to reach 80% reduction of greenhouse gas emissions by 2050 across its portfolio. Further, DCAS is also installing solar arrays on multiple city properties.

Key Investments

Leading the Charge- School Electrification

“Leading the Charge” is the city’s plan to combat climate change, create healthier learning environments, improve air quality in communities, and help develop the next generation’s green workforce. With this plan, the construction of all new city schools will be all-electric, and the city aims to complete or initiate the conversion of 100 existing schools to all-electric heating by 2030. The city has allocated \$1.4 billion to SCA to start transitioning all existing NYC public schools to run on electricity.

Incorporating modern design standards

To meet long-term needs, the city is continuously improving the design of infrastructure by implementing new standards for resiliency, public health and accessibility. NYC agencies are adapting their own design practices and standards to promote efficiency. For example, DDC has implemented Office Master Specifications (OMS), a cloud-based digital specification writing platform to promote quality and efficient design of public buildings by reducing constructability challenges, streamlining building code compliance, reducing review time, and reducing the overuse of costly, non-standard materials.

Modernizing project and infrastructure design is not exclusively an exercise in design guidelines but also involves improvements to many phases of project development. To support efficient construction planning, DDC has launched several key tools that foster collaboration and innovation. Developed in coordination with OMB and the New York City Comptroller, the Expanded Work Allowance program allocates funding at the beginning of a project for certain types of change orders to ensure that construction can advance despite predictable changes. Many of DDC’s contracts now include early completion incentives to encourage contractor innovations in speeding up work and has incorporated cost adjustments to help contractors cope with price fluctuation without inflating bid prices. These tools together are expected to streamline the construction phase and are now being rolled out citywide.

Additionally, city investments in housing construction are required to meet modern design standards. In 2023, the HPD’s Office of Development’s Division of Building and Land Development Services updated the [New Construction Design Guidelines](#) to address the city’s climate goals through residential construction. HPD has also published parallel [Preservation Design Guidelines](#) that set standards for energy efficiency, resiliency, health, and safety for capital projects moving forward.

Modernizing facilities and equipment

Beyond maintaining existing assets in a state of good repair, the city continuously upgrades facilities and equipment to better serve New Yorkers. Keeping capital assets in good repair also presents an opportunity to meet the evolving needs of a growing and changing population. The city is also investing in mobility and safety improvements to ensure that roadways, parks, and cultural assets are accessible to all.

The TYCS allocates \$305 million to NYCHA for comprehensive modernizations at Saint Nicholas Houses in Manhattan, Todt Hill Houses in Staten Island, and Gowanus Houses and Wyckoff Gardens in Brooklyn. This funding will address multiple building systems, remediate lead and asbestos, and perform in-unit upgrades including repairing or replacing bathrooms, kitchens, heating, elevators, windows, doors, and flooring. This approach will address interconnected building systems holistically, rather than merely replacing component parts.

Capital investments can be used to provide safer spaces in precincts and correction facilities for both victims and detainees by law enforcement. For example, the New York City Police Department (NYPD) Special Victims Division has developed a victim centric approach to sexual assault investigations, beginning when a survivor first encounters police to the end of an investigation. To meet this need, the city has invested in welcoming facilities, including dedicated waiting rooms and interview rooms to enhance privacy and minimize trauma. This is augmented with trauma-informed, empathy-based training for Division staff.

Key Investments

Rebuilding Sara D. Roosevelt Park

Sara D. Roosevelt Park is a central and heavily used gathering and recreation space in Lower Manhattan. Through a joint partnership between DOT and NYC Parks, the park will be modernized, to make the space more welcoming and accessible to all. Over the decades this park has been heavily utilized by the different immigrant communities as they made New York City their home, likely due to the lack of open space in this part of lower Manhattan. However, in the mid-20th Century, the park was diminished in favor of vehicular space. This project falls within DOT's highest priority areas as identified in the NYC Streets Plan.

NYC Parks and DOT are now implementing a plan to enhance the park and remedy concerns regarding pedestrian access. The two agencies have developed a \$30 million project that will better serve the surrounding community by offering renovated facilities, enhanced site furnishings, and improved accessibility into and within the park by modifying perimeter walls, building out new sidewalks and providing grade separated bikeways. As of April 2025, this project is near completing construction documentation for the design.



Image credit: Perspective rendering of Broome St. Plaza and multipurpose area. Rendering created by Quennell Rothschild & Partners and provided by NYC Parks



Image credit: Perspective rendering of soccer field and adult fitness. Rendering created by Quennell Rothschild & Partners and provided by NYC Parks

Key Investments

Vision Zero Great Streets: Reconstruction of the Grand Concourse

DOT's Vision Zero Great Streets initiative targets dangerous outer borough arterials for capital safety improvements. Grand Concourse is a Vision Zero Priority Corridor that runs through the western Bronx's historically underserved Fordham and Tremont Priority Investment Areas, and had roadways and medians in poor condition and lacking ADA-accessible pedestrian refuges. The city is continuing to invest in Grand Concourse through its reconstruction, which not only addresses state of good repair issues, but also introduces a suite of safety and streetscape improvements. These investments reflect the commitment to correct historical disinvestment and lingering state of good repair issues, while promoting modernization through sustainable modes of transportation and ensuring that all street users can travel through the area safely.

In 2023, DOT completed the fourth phase of the capital reconstruction of the Grand Concourse by constructing protected bicycle facilities, curb extensions, raised crosswalks, and median tip expansions along the Concourse between East 175th Street and Fordham Road. The capital project corrected state of good repair deficiencies through large scale reconstruction, introducing new pedestrian safety and accessibility features while also reconstructing or resurfacing the roadway as necessary. The project also constructed more than two miles of planted medians in this high-density community, beautifying the corridor, and complemented these improvements with city benches, bicycle racks, and signage to support community use of this street. In 2024, the city began construction on the fifth phase of the project to extend this transformational suite of safety and streetscape improvements from East Fordham Road to East 198th Street. DOT is also currently finalizing capital scoping of additional improvements to the Lower Concourse, which will introduce additional protected bicycle facilities, pedestrian safety improvements, and planted medians to the southern-most mile of the Concourse, between East 138th and East 163rd Street.



Image credit: Grand Concourse at East Tremont Ave, looking North. Source: Street Smart

Key Investments

ECONOMIC GROWTH

The city's goal of achieving both equitable and economic growth drives capital investment decisions. Capital investments seed growth in large and small businesses and create the infrastructure that makes our business districts successful regional and global centers. This includes investing directly in NYC's small businesses and training programs that connect New Yorkers to new opportunities. It also includes investing in the infrastructure that underpins our commercial districts and the transportation infrastructure that allows New Yorkers and regional workers to access a diversity of jobs. These investments, especially those helping support small businesses and fledgling industries, are essential to the economic growth and prosperity of the city.

Planning for changes in job trends

The city analyzes employment trends to guide capital investments, helping to create jobs and support growth in areas expected to expand. These efforts also reinforce nearby affordable housing and mixed-use developments that encourage small business success. Emerging central business districts also need sufficient transit capacity.

As of late 2024, NYC was home to a record level of 4.6 million jobs, exceeding the city's pre-pandemic peak by almost 100,000. While 53 percent of the city's jobs are in Manhattan, outer-borough growth has increased employment rapidly. Many industries have recovered and grown in employment, but local services have yet to fully recover to pre-pandemic job levels, even though retail spending has recovered, and storefront vacancy has declined for five straight quarters. Furthermore, since the outset of the COVID-19 pandemic, the city has experienced a dramatic shift in employment and the nature of work, with 16 percent of New Yorkers primarily working from home, which is a three-fold increase.

In response to the changing landscape and to promote growth, the city is improving access to jobs through improved transportation connections, such as buses and ferries, opening workforce centers across the five boroughs, hosting virtual services, and making investments in commercial business districts, campuses, industrial districts, and neighborhood commercial streets.

To provide more opportunity and flexibility, the City of Yes for Economic Opportunity plan provides businesses with more options through updated zoning, making it easier for existing businesses to find space and grow, and for new businesses to open, helping to activate unused storefront space and create bustling retail corridors.

The increased prevalence of remote and hybrid work as a permanent option has created a fundamental shift in demand for office space nationwide. In NYC, office vacancies remain elevated in the post-pandemic environment, though demand for new class A office space remains strong. New city policies, including those adopted through the City of Yes for Housing Opportunity, enable office conversions to housing to mitigate the impact of commercial vacancies and address a housing crisis. Further, the city has advanced neighborhood rezonings that add commercial square footage throughout the five boroughs to maintain and grow business districts and retail corridors.

Kips Bay Science Park and Research Campus

The city recently unveiled plans for the Science Park and Research Campus (SPARC) at Kips Bay, a job and education innovation hub that will be the first of its kind in the state. Driven by a historic investment from the city and State of New York, SPARC Kips Bay boosts the city's status as a global leader in creating and attracting accessible jobs in life sciences, health care, and public health by creating a public school to career pipeline in these growing and essential fields. Through a partnership with The City University of New York (CUNY), the project will generate approximately \$25 billion in economic impact to the city over the next 30 years, create 10,000 jobs, including 2,000 permanent jobs, and transform Hunter College's Brookdale Campus on East 25th Street and First Avenue into new, state-of-the-art teaching and commercial facilities. SPARC will transform an entire city block — with over 1.5 million square feet of academic, public health, and life sciences space, which more than doubles the life sciences footprint in Kips Bay, and support the construction of an accessible pedestrian bridge on East 25th Street connecting to the East River and Manhattan Waterfront Greenway.

Key Investments

Training New Yorkers for economically resilient and climate-responsive jobs

Over the next decade, the city is making strategic investments to help prepare and connect New Yorkers to jobs in strong and emerging sectors of the economy. The city will continue to invest in workforce centers in each of the five boroughs through new construction and existing building improvements.

Standalone institutions will train New Yorkers for recession-proof and climate-responsive jobs. On Governors Island, the Center for Climate Solutions, launched in 2020, positions New York City as a global leader in the development of just solutions to the climate crisis by supporting research into urban climate solutions, which will drive growth of accessible green jobs, and further public awareness and action. When completed, the Center for Climate Solutions will be home to 7,000 jobs on Governors Island alone and will serve as a national model for the growing green and blue-tech sectors.

Furthermore, in 2024 the city launched the Green Economy Action Plan to further boost its status as a leader in the green economy. By 2040 this plan will have trained and employed 400,000 people in the skills needed to build a more equitable, sustainable green economy ecosystem.

Green Economy Action Plan- Climate Innovation Hub

Announced as part of the Green Economy Action Plan, the city is making a \$100 million investment through NYC's Economic Development Corporation (EDC) to establish the Climate Innovation Hub at Brooklyn Army Terminal. The 112,000-square-foot space will serve as a world-class hub for climate-centered business development and incubation, as well as research commercialization and workforce development. The Hub will help grow NYC's Climate Tech ecosystem, and build shared prosperity for New Yorkers, advancing a fair and inclusive transition to a sustainable economy. The goal is to serve 150 startups over 10 years, which will generate \$2.6 billion in economic impact and create 600 jobs, while providing local workforce training and job placement with a focus on the local Sunset Park community. Currently NYCEDC is reviewing proposals from organizations bidding to design and operate the Hub at Brooklyn Army Terminal.

Supporting Growing and Changing Neighborhoods

As the city grows, capital investments are critical to maintaining and improving residents' quality of life. This includes a focus on targeting neighborhoods with struggling businesses and high commercial vacancy rates, addressing historic disinvestment, supporting key public realm advancements and improving access to recreation, housing, community services, and educational opportunities.

One way the city has planned for growth is through the New York City Strategy for Equity and Economic Development (NYC SEED), launched in 2022, as part of the Adams Administration's Economic Recovery Blueprint. SEED is a framework that prioritizes cross-agency capital planning investments to support essential development in neighborhoods across the boroughs.

Through stakeholder engagement, DCP and its partner agencies evaluate neighborhood assets and needs to establish a set of potential capital investment opportunities that will inform a neighborhood plan. These investments in streetscapes and public realm design, open spaces, housing needs, schools, waterfront access and transit-oriented accessibility, aim to improve communities for both current and future residents.

Since its initial launch the SEED process has been incorporated into neighborhood plans citywide; most recently in the Bronx Metro North Area plan, approved by the City Planning Commission in 2024. Through this plan the city committed to invest hundreds of millions of dollars in public amenities and infrastructure to enhance: (1) pedestrian safety, transportation access, and traffic circulation with intersection and streetscape improvements; (2) make improvements and renovations to public parks, playgrounds, and open spaces; and (3) rezoning near new transit hubs to promote the growth of affordable housing and retail uses.

Key Investments

Bronx Metro North Station Area Plan

The city is committed to creating thriving and dynamic neighborhoods that have access to housing and jobs, resilient infrastructure, and a vibrant public realm. Neighborhood planning plays a key role in shaping land use policies, zoning regulations, and investment strategies to address current and future housing, economic development, public spaces, and infrastructure needs. This will deliver an estimated 7,000 new homes and 10,000 jobs around regional transit hubs.

The Bronx Metro-North Station Area plan is a neighborhood plan that encompasses four new Metro-North stations coming to Parkchester/Van Nest, Morris Park, Hunts Point, and Co-op City in 2027. Through necessary investments the plan will allow for transit services around these stations to dramatically increase access within the borough and citywide, reducing commute times and increasing mobility. Additionally, the DOT together with the Metropolitan Transportation Authority (MTA) will deliver key improvements such as the extension of sidewalks and streets to improve traffic conditions and pedestrian safety, while also implementing bus priority improvements on routes throughout the study area.

As part of this neighborhood plan, \$500 million dollars will be invested in public amenity and infrastructure projects to enhance pedestrian safety and traffic circulation, facilitate streetscape and public plaza improvements, renovate and reconstruct parks and playgrounds, upgrade school facilities, and bolster flood mitigation.

Additionally, the plan will deliver thousands of affordable housing units to help address the city's affordability crisis by expanding homeownership opportunities and increasing support for existing homeowners. HPD's strategy for homeownership support will take a three-pronged approach to stabilize existing homeownership units, increase access to homeownership, and create new homeownership opportunities.



Image credit: NYC Department of City Planning

Key Investments

EDUCATION AND CULTURAL RESOURCES

New York City is widely recognized as a global hub for culture and education, with a proud tradition of inclusivity and a spirit of innovation that fosters progress and growth. Cultural resources are central to the city's identity, with vital historic and architectural landmarks, internationally recognized museums, and an environment that nurtures local talent and creative expression.

Investing in culture begins with investments in education. This includes building new schools and modernizing existing facilities, mindful of developments in technology that support learning and development. Investing in and supporting the facilities that provide childhood education during wrap-around periods such as after the school day, and during periods when school is not typically in session, and investing in the institutions that support ongoing education, growth, and enrichment for New Yorkers of all ages. Capital projects in this area will emphasize providing high-quality, holistic education to the city's youth, as well as contributing to the cultural fabric of New York City that underpins so much of the city's community and economy.

Investments in public schools

With approximately one million students across 1,800 schools, New York City has the largest public-school system in the country. The SCA's proposed amended 2025-2029 Capital Plan includes \$20.5 billion for classroom expansion and improvements of building and facilities. The current plan supports more than 33,000 new seats to alleviate overcrowding and improve access to schools in growing neighborhoods. In addition to its investment in creating new school seats, the SCA's Five-Year Capital Plan will help schools comply with recent state legislation requiring smaller class sizes. Another key priority in the plan is the Healthy Schools initiative which promotes healthier school environments, including health and nutrition, and broadens opportunities for physical education.

The Ten-Year Capital Strategy also provides \$475.7 million for the construction of new school buildings for the City University of New York. This includes \$441.2 to support the redevelopment of the Brookdale Campus.

Investments to Create More Classroom Space

The New York City class size reduction law, passed in 2022 by the New York State Legislature, sets new seat caps for classes in NYC Public Schools. The law set specific benchmarks for compliance over a five-year timeframe, starting with a 20% compliance rate for the 2023-2024 school year, increasing to 40% for the 2024-2025 school year. Schools are required to work towards these benchmarks until full phase-in by school year 2027-2028. The city made an investment of \$2 billion to create more classroom space and meet the state's class size requirements particularly in overcrowded areas.

Health and Nutrition in NYC Schools

Enhancing the physical condition of cafeterias is crucial in creating an inviting and appealing environment that encourages healthy eating habits among students, ultimately increasing their overall well-being and academic performance. Unique instructional spaces such as learning gardens provide students with hands-on experiences in agriculture and foster a deeper understanding of food production, sustainability, and environmental stewardship.

School connectivity, bandwidth, and data centers improvements

The city has addressed the school connectivity and bandwidth limitations that have presented challenges to educational infrastructure, including limiting the ability of many schools to introduce new technology to promote learning. The Department of Education's (DOE) Division of Instructional and Information Technology (DIIT) has made enhancements to the school's bandwidth network infrastructure. All schools have been allocated increased bandwidth over the past two years, with additional bandwidth as needed.

To date, DOE has spent \$350 million on school and administrative office improvements and \$80 million on back-end network infrastructure and data center improvements. The city plans to spend an additional \$120 million to bring this to completion. DOE is also committing \$52 million in capital funding to upgrade its primary data center

Key Investments

located at 2 Metrotech Center. When the work is completed, DOE will have two modern, secure data centers to operate its systems and manage its data.

The Ten-Year Capital Strategy also allocates \$70 million to CUNY for the purchase of computer, laboratory, and other equipment.

Improving access to keystone cultural resources

New York City continues to be a global cultural capital, and investments to maintain and improve keystone cultural resources throughout the five boroughs underscores its commitment to all New Yorkers having easy access to local cultural assets and expression.

Major historic theatres are in the process of capital renovations, ensuring New Yorkers will benefit from their offerings for years to come. A \$20.7 million restoration and interior renovation of the historic Apollo Theater will substantially increase the functionality of theater space and building overall. In addition, the city is investing \$29.5 million to build a new 24,000 square foot theater for the National Black Theater located on 125th Street in a mixed-used development. The city is also allocating \$6 million towards renovation and reconfiguration of the Vineyard Theatre in Union Square that will allow for flexible seating/stage arrangements, improved accessibility, and an improved façade to provide greater exterior visibility from the street. Additionally, the city invested \$21.5 million in the Universal Hip Hop Museum at Bronx Point that is expected to open in 2026 and, will include several gallery spaces, a black box theater, and interactive exhibits.

The city has also announced major capital funding infusions for Bronx-based cultural institutions, both established and new, including the Bronx Museum of the Arts, the New York Botanical Garden, The Point Community Development Corporation, Pregones Puerto Rican Traveling Theater, Wave Hill, and the Bronx Zoo.

Key Investments

PUBLIC HEALTH AND SAFETY

The city's Capital Strategy is guided by a commitment to creating a built environment that supports safe, healthy lifestyles for all New Yorkers and ensuring essential services and facilities for public health and safety. To achieve this, the city will continue to strengthen the health and hospital system, improve the quality of and access to outdoor public space, invest in heat mitigation and cooling infrastructure, enhance efforts to fight crime and gun violence, and continue to improve the city's multimodal transportation network.

Strengthening the City's Health Systems

NYC Health + Hospitals (H+H) is the nation's largest municipal health care delivery system in the United States dedicated to providing the highest quality health care services to all New Yorkers and plays a critical role in addressing longstanding health inequities. H+H is making investments through its hospitals and facilities to improve safety, patient comfort, and operations including state of good repair and life safety projects for building systems as well as updating technology equipment to ensure secure and seamless healthcare services. For example, the city is investing \$14 million in 2026 for the Far Rockaway Primary Care Center to expand primary care services and improve local community access to comprehensive healthcare, with a focus on serving underserved populations.

DOHMH works to strengthen our public health system through investments and a framework to improve overall health outcomes and reduce premature death. Important to this mission is investing in our network of primary care centers. For example, the city is also investing \$16 million in building rehabilitation and restoration at the Washington Heights Family Health Center and \$18 million on interior and exterior renovation at the Morrisania Health Center. These investments will create improved facilities and a more welcoming environment for patients and staff.

It is also crucial to strengthen the city's ability to face public health crises in an effective and equitable manner. Formally known as the Pandemic Response Institute (PRI), the NYC Preparedness and Recovery Institute, launched in 2022 through an interagency collaboration among NYCEDC, DOHMH, and New York City Emergency Management Department (NYCEM) with a contingent city capital award of \$3 million. Led by ICAP at Columbia University in partnership with the CUNY Graduate School of Public Health and Health Policy, the institute is embedded within the public health infrastructure. Its primary goal has been to ensure that all New Yorkers have access to health solutions, information for decision-making, and the capacity to prepare and respond to public health emergencies.

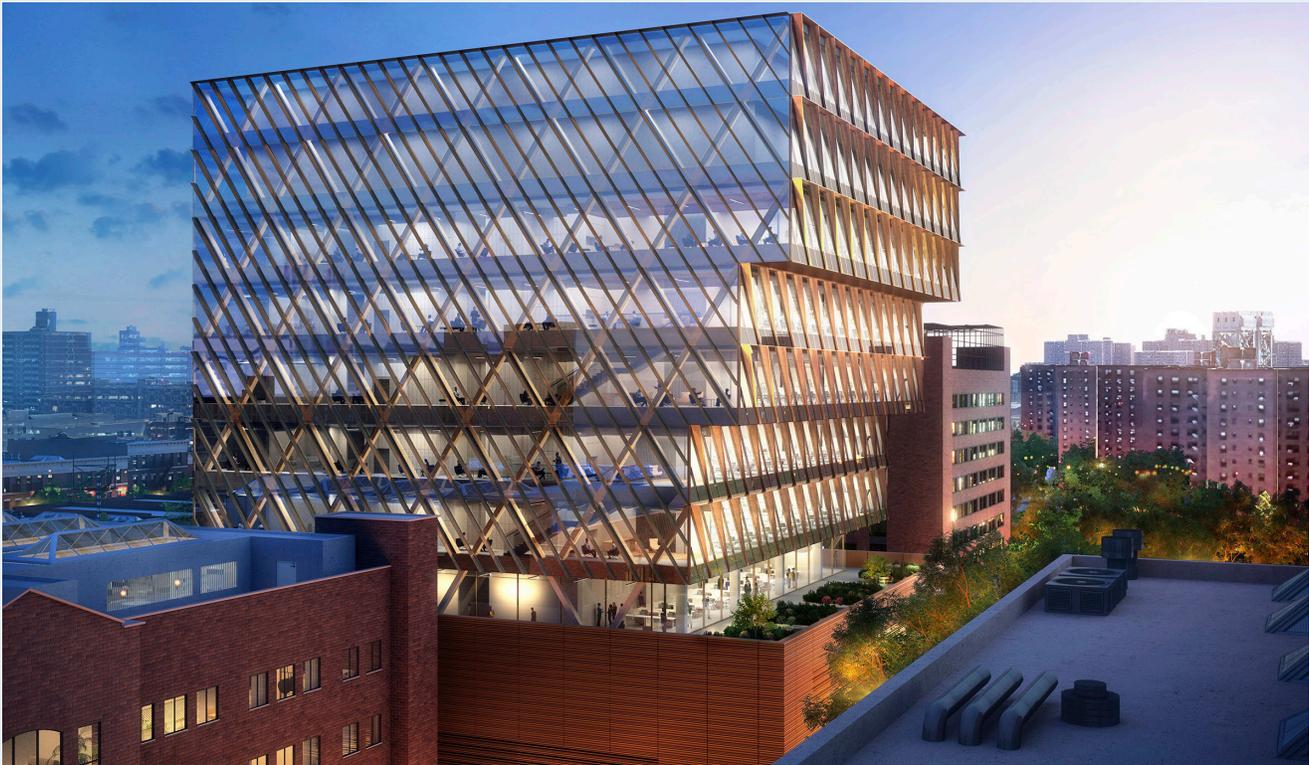
In the last three years, the PRI has developed data-sharing programs, funded new tools and technologies to enhance emergency preparedness, and advanced epidemiological modeling to better predict and respond to infectious disease and climate-related threats.

Key Investments

DOHMH Public Health Laboratory

The NYC Public Health Lab has been active in protecting and promoting public health in New York City for over 125 years, and this added investment will ensure that their work remains on the cutting edge of public health practice for decades to come. EDC and DOHMH have partnered to construct a new 10-story, 240,000 square feet Public Health Laboratory on the Harlem hospital campus, which will replace the aging facility in Kips Bay and is expected to be substantially completed in the summer of 2025. The new Public Health Laboratory will enhance the city's capacity for clinical and environmental testing, disease surveillance, and emergency response.

The new Public Health Laboratory will also benefit from a \$43 million city investment in 2026 to make the new facility one of the most energy efficient and high tech of its kind in the country.



Images credit: Skidmore, Owings & Merrill (SOM)

Key Investments

Investing in housing for health

Stable and environmentally safe housing is critical to support the well-being of New Yorkers. The city is investing in multiple programs to make sure the city's affordable and stabilized housing stock continues to provide safe and healthy living spaces, and that adding supportive housing for New Yorkers with intensive health needs remains a priority.

NYC Health + Hospitals recognizes that homeless individuals suffering from chronic health issues cannot be treated effectively without stable housing. H+H's Housing for Health is a comprehensive initiative to serve the health system's large patient population experiencing homelessness by connecting them with housing supports. H+H has four strategic areas of focus: (1) housing navigation services, (2) medical respite beds, (3) social service supports for patients in permanent housing, and (4) new supportive and affordable housing on hospital land. Over the next five years, H+H plans to leverage additional land to create nearly 650 new affordable homes, which will deliver continuity of care for vulnerable New Yorkers. The development of the new apartments are currently in the HPD project pipeline. Going forward, H+H will continue to assess underutilized land to deliver on the city's commitment to housing and health.

Environmental Testing Programs for NYCHA Developments

Lead is a toxic metal commonly found in paint used in buildings constructed before 1978 and is shown to cause serious health problems. Under NYCHA's lead program, the Authority tests all apartments for lead-based paint. Following testing, NYCHA abates all apartment units that surpass the legal 0.5 mg/cm² threshold determined through testing. The abatement phase involves the removal of all lead-based paint and lead dust hazards, replacement of components painted with lead-based paint, clean-up, disposal, post-abatement clearance testing, and all measures associated with restoring the apartment unit. This work is conducted by an EPA-certified abatement firm and utilizes the removal method only, as opposed to enclosure or encapsulation of the lead. NYCHA expects to complete testing of all units by the end of 2026 and continue their abatement work through 2039. There is \$450 million in city capital in the TYCS for this work.

Additionally, the Vacant Unit Readiness program prepares vacant housing units for occupancy by ensuring the units are in good repair, free of safety hazards, and ready for new tenants. This may include environmental remediation of asbestos, which is a naturally occurring fibrous silicate mineral found in two primary building materials: vinyl asbestos floor tiles and ceiling coatings that have been applied to concrete ceiling decks of apartment units. As NYCHA completes apartment repairs and refurbishments to ready the unit for new tenants, these asbestos-containing materials can be agitated creating an airborne exposure risk to incoming tenants. NYCHA's programmatic approach to asbestos remediation involves testing, abatement, and air monitoring. If a unit tests positive, the materials are removed and NYCHA safely disposes of the asbestos. Once the materials have been removed, NYCHA conducts air monitoring to confirm that the unit is safe for occupancy. The TYCS allocates \$179M in city capital towards this work.

Therapeutic Housing Units for Essential Health Services

The city is making important investments into medical care and supportive housing for patients with specific needs. In 2026, NYC Health and Hospitals together with Correctional Health Services (CHS) is investing \$235 million into Outposted Therapeutic Housing Units at Woodhull Hospital and North Central Bronx Hospital. This investment will support the development of specialized housing units at Woodhull and North Central Bronx to provide intensive medical and mental health care for incarcerated individuals.

These units will house CHS patients who do not require inpatient admission but would benefit from close, regular access to specialty and subspecialty care available in the hospitals. This unique model of care will increase patients' access to chemotherapy, radiation therapy, and other kinds of specialized treatment and equipment.

Key Investments

Improving and expanding outdoor public space

Investments in outdoor public space is an investment in health. The city's parks, plazas, sidewalks, and even streets provide essential safe space for recreation, exercise, and socializing.

The Parks Department works to strategically allocate resources to maintain existing parks resources and improve the quality, accessibility, efficiency, and sustainability of the city's park system. The Community Parks Initiative guides investment in public parks in neighborhoods that are densely populated, growing, and contain higher than average concentrations of poverty. In order to close gaps where residents are living further than a walk to a park, the city is using multiple strategies to increase access, including partnerships with public and private institutions and acquiring private property to create new parks.

The Department of Education (DOE) and SCA have partnered to renovate, open or maintain outdoor recreational facilities such as playgrounds and athletic fields that serve both students and local residents during non-school hours to improve open space resources for students and communities. City programs also support the transformation of existing assets into multifunctional outdoor spaces, such as the DOT Open Streets program which opens pedestrian space by closing streets to car traffic and is being expanded to increase participation of historically underserved neighborhoods. DOT is also committing capital funds to make the city's most successful Open Streets locations permanent, including 34th Avenue and Woodside Avenue in Queens, Willis Avenue in the Bronx, Underhill Avenue in Brooklyn, Minthorne Street in Staten Island, and Dyckman Street (Quisqueya Plaza) in Manhattan.

Open space investment and access is a priority in planning for large-scale neighborhood change. The city has continued to work on plans for future additions to the city's public space through neighborhood plans, including the Gowanus Neighborhood Plan which will generate nearly six acres of new public parks and open space with waterfront esplanade areas elevated to respond to long-term daily tidal flooding. The zoning framework for the plan also creates incentives for private developers to incorporate community amenities like comfort stations, boat launches, and historic interpretation elements. The plan also calls for public investments in new waterfront open space, city-owned street ends, and design interventions around bridge crossings to support the overall vision of a safe, resilient, and active waterfront esplanade.

Key Investments

Arverne East Nature Preserve

The Arverne Urban Renewal Area (URA) is a 308-acre area on the Rockaway Peninsula located towards the eastern end of the Rockaway Peninsula. The city acquired this land in the 1970's, and the land sat predominately vacant for approximately 50 years. The Arverne East Nature Preserve, a 35-acre protected ecological area will harbor maritime flora and fauna as well as a place for visitors to recreate and learn. The Nature Preserve is the first phase of a larger plan within the URA to create a deeply affordable housing development in partnership with HPD, a local farm, local retail, and numerous additional public open spaces.

As part of the project, nearly four acres of existing impervious surfaces will be removed and replaced with natural beach sand and native plantings. Non-native, disturbed or poor-quality habitats will be restored to naturalistic conditions, attracting wildlife through an improved diversity of plant species, including native grassland, shrubland, maritime woodland, and wet meadows. New plantings will increase the volumes of native and coastal plant communities that are already successfully established at the site. This project will also include the construction of a multi-purpose building that will be located on the eastern side of Beach 44th Street across from the main entrance to the Nature Preserve and adjacent to the outdoor recreational spaces to the east. The building will measure approximately 3,000 square feet and a portion will contain restrooms, storage, and administrative space to be used and managed by NYC Parks in connection to the Nature Preserve operations. The balance of the space will comprise additional restrooms and office space associated with the programmed recreation space to the east and will also include community space intended to be available to local community-based organizations on an as needed basis.



Image credit: Triangle Equities, 2024

Key Investments

Stronger Parks/Safer Communities- Quarry Ballfields

The Quarry Ballfields in the Bronx is a lively center of activity for the surrounding neighborhood, especially for little league teams. Last renovated in 1998, the city is investing \$7.3 million to make improvements including a synthetic turf soccer field and sitting area. This project, which is nearly complete, is part of NYC Parks' Stronger Parks/Safer Communities initiative, a \$400 million investment that focuses on upgrading recreational facilities and amenities in neighborhoods affected by high rates of gun violence. It also includes outdoor public programs to activate parks, foster community connections, and enhance safety, health, and quality of life.

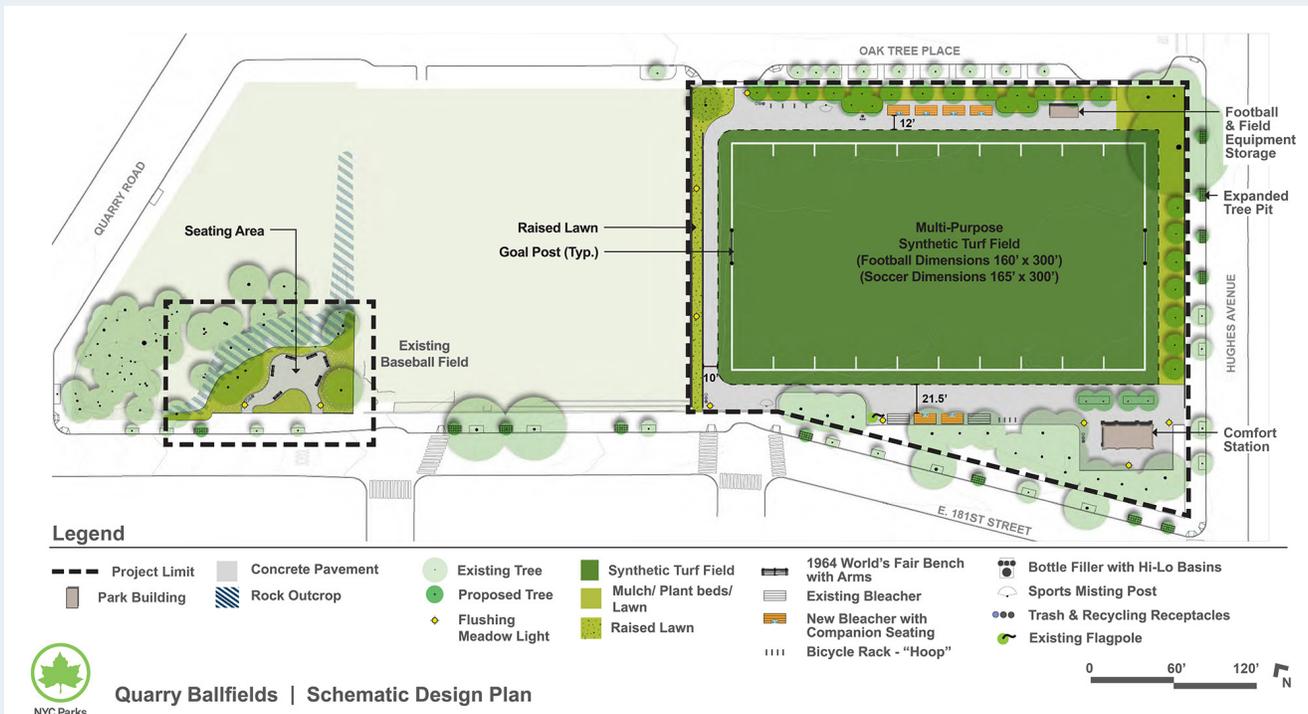


Image credit: NYC Parks Capital Project Tracker

Investing in a network of green infrastructure

In addition to expanding recreational space, the city is pursuing strategies to use open space and natural areas to soak up water and reduce pollution from stormwater runoff. The city envisions protecting approximately 2,800 acres of fragile wetlands and streams on parkland through the early 2050s as part of Parks' Wetlands Management Framework. These natural area restorations are paired with investment in the city's urban infrastructure to create a network of nature-based solutions to the impact of extreme weather and a changing climate. Green streets, rain gardens, bioswales, and permeable pavement projects are being implemented and planned throughout the city's streets and dense urban areas to capture stormwater, provide small habitats, and clean runoff.

The city builds and manages ecological and infrastructural mechanisms for stormwater management to divert additional rainfall away from sewers. One type of stormwater management tool is bluebelts, which are preserved and enhanced natural drainage corridors such as streams, ponds, and wetlands intended to store, filter, and convey runoff. Another is cloudburst management systems, which are designed to mitigate the impacts of high-volume and especially sudden rainfall by combining green infrastructure with supplementary sewer additions to retain water until the normal sewer system can again handle the added flow.

These infrastructure interventions are at times integrated into larger open space projects, such as the East Side Coastal Resiliency project which integrates floodwalls, berms, and flood gates into planned improvements to recreational space.

Key Investments

Spring Creek North Salt Marsh Restoration

NYC Parks is undertaking a \$100 million Growing Wetlands, Gaining Resiliency initiative to protect and restore the city's coastal and freshwater streams and wetlands, preserving biodiversity, reducing flood risks, mitigating extreme heat, storing carbon, and offering natural open spaces. As part of this initiative, the city is investing \$19.5 million into the Spring Creek North to remove historic fill and restore the salt marsh in this area on the border of Brooklyn and Queens. Parks, together with the US Army Corp of Engineers and New York State Department of Environmental Conservation will excavate landfill dumped around the marshland, facilitate a natural intertidal landscape, and restore natural species. To enhance effectiveness and improve the health of the watershed, berms, reforestation, and stormwater detention mechanisms are planned for the north end of the salt marsh restoration project.



Image credit: NYC Parks/Malcolm Pinckney

Enhancing public safety

The city is focused on improving public safety facilities to strengthen relations between the community and police. The NYPD renovated its 40th and 116th precinct buildings to provide state of the art facilities for officers as well as comfortable and welcoming spaces for community members. The 40th precinct introduced the first ever community event space inside of a precinct to highlight collaborative efforts between community and the police in order to encourage stronger relationships and create safer streets. Both buildings promote environmental sustainability through features that include green roofs to reduce stormwater runoff, and high efficiency fixtures to reduce energy usage and solar panels.

Improving the city's multimodal transportation network

Over the next decade the city will invest in interconnected transportation options to help even more New Yorkers access essential services, go to work, and move about the city. The TYCS includes \$5.5 billion for street reconstruction with approximately \$3 billion allocated for Vision Zero, which was implemented in 2014 and directs resources to much-needed safety improvements to streets, bike lanes, and pedestrian walkways. Between 2014 and 2024 pedestrian fatalities nationwide increased by 48 percent. However, during that same period, pedestrian fatalities in New York City has fluctuated but remained relatively steady. In February 2023, DOT released a new Borough Pedestrian Safety Plan, which outlines the next set of streets, intersections, and areas that will be the focus of Vision Zero initiatives. In March 2025, DOT released a new Vision Zero Initiative to increase the public's access to traffic safety messages on street light poles and city-owned buildings across the city. This latest iteration maintains the project's aim of improving street redesign for public safety, install and monitor speed and red-light cameras, and conduct public education to complement Vision Zero work.

The city continues to enhance the pedestrian, transit, and bicycle network as part of 2019's NYC Streets Plan legislation.

Key Investments

In the [Making New York Work for Everyone](#) action plan, the city promised it will embrace a broad range of transportation improvements so people and goods can get to their destinations faster, more reliably, and more sustainably. In September 2023, DOT released its [Curb Management Action Plan](#) to improve the way curb uses are regulated, priced, programmed, and enforced. Working with business improvement districts and other neighborhood organizations, the agency piloted model curb management strategies and implemented a data driven and technology-based enforcement and reservation system. Furthermore, through the Smart Curbs program, the agency prioritize safety and curb uses based on community needs.

The city continues to invest in NYC Ferry, which connects often transit deprived neighborhoods to job centers and brings much needed transit access to NYC's waterfront and recreational areas. Critically, Mayor Adams' NYC Ferry Forward plan supports a more equitable, accessible, and financially sustainable system. To accomplish all of these goals, the city has invested in a fleet of vessels, homeport and maintenance facilities, multiple landings throughout the city, and state of good repair needs that take into account demanding maritime environments.

Manhattan Waterfront Greenway- Inwood

The Manhattan Waterfront Greenway - Inwood Upland Routes project (Inwood Greenway) is a transformative project that developed from more than a decade of public outreach. Planners took this feedback and aligned it with multiple local and federal initiatives to create the \$180 million Inwood Greenway project. This project also falls within DOT's highest priority investment areas established in the NYC Streets Plan.

This project began by focusing on intersections that communities identified as a concern, which were then compared with, Vision Zero data. Many of these intersections were along the 10th Avenue corridor, which became identified as a route for the Manhattan Waterfront Greenway: a greenway loop that would encircle the entire Island of Manhattan. As a result, 1.5 miles of protected bike lanes will enhance connectivity to The Bronx and within the Inwood neighborhood. Greenspace will be added along these corridors and the intersections originally identified by the community will be normalized to slow motor vehicles and shorten crossings for pedestrians. This project will also raise part of 10th Avenue near Sherman Creek to prevent inland flooding that has been occurring and will be exacerbated with sea level rise. Currently this project is in a design procurement phase.

Key Investments

Mott Haven Pedestrian and Cyclist Improvements

The city is committed to improving street safety for all street users, fostering shifts to sustainable and healthy modes of transport, and concentrating financial resources in communities that have suffered historical disinvestment. To advance this mission, the city funded the Mott Haven Pedestrian and Cyclist Improvements project, which will bring much needed capital investment to this historically underserved community in the South Bronx. This DOT capital project on Third Avenue between East 135th to East 139th will reinvigorate a commercial corridor and transit hub by improving circulation and pedestrian safety, improving access to transit and cycling options, enhancing the appearance of the public realm.

Building upon the success of DOT's in-house street improvement project at Third Avenue, Morris Avenue, and East 138th Street, the Mott Haven project supports permanent safety improvements with connections to the Third Avenue Bridge to Manhattan. In addition to facilitating walking and non-motorized cycling trips, this project will improve bus service and provide access for disabled persons by constructing bus bulbs – sidewalk extensions that don't require buses to exit the travel lane to access a protected loading area – to facilitate safe, accessible boarding of the Bx2, Bx32, and Bx21 buses. The project will reclaim space in the right-of-way for pedestrians and cyclists, reshape intersections, shorten pedestrian crossings, and raise the southbound bike lane on Third Avenue to sidewalk height. The turn lane separates from the intersection at East 137th Street between Third Avenue and Lincoln Avenue will be closed to vehicular traffic and Graham Triangle will be expanded. This closure will connect the pedestrian network along the east side of Third Avenue and drastically increase pedestrian space. Curb extensions will be constructed at all pedestrian crossings to shorten crossing distances and increase pedestrian visibility.



Image credit: DOT

Closing

Comprehensive capital planning is not just about the projects that are funded, but also about the processes, principles, and priorities that guide the approach and decision-making to ensure that city assets and infrastructure meet New Yorkers' needs today and in the future. The city's Strategy over the next ten years highlights substantial investments in capital projects that maintain the city's financial responsibilities, design resiliency into the city's future, collaborate with communities to plan in ways that forward an equity agenda, and provide safe and reliable infrastructure for New Yorkers for years to come.

This TYCS also illustrates how the city uses data and community input to inform and humanize the capital planning process. Beyond this strategy, city agencies work together daily to share best practices, coordinate project planning and delivery, and integrate new and changing information into the city's planning efforts. This collaboration has and will continue to produce resources and tools that increase transparency and contribute to a more informed public, and a strengthened trust in the robust planning and future of New York City.

By dedicating time and resources into the city's capital strategy, capital investments can better reflect and respond to unique needs of the neighborhood throughout the five boroughs and help to build a stronger and fairer city for all New Yorkers.

Distribution of the All Funds Ten-Year Capital Strategy 2026-2035 by Life Cycle Category

Total Program: \$173,405
(\$ in millions)

State of Good Repair	\$86,844	Program Expansion	\$44,801	Programmatic Replacement	\$41,760
• East River & Other Bridge Reconstruction	\$16,979	• New & Special Needs Housing	\$12,695	• Design & Construction of New Jail Facilities	\$11,419
• Reconstruction & Rehabilitation of Schools	14,935	• New School Construction	9,334	• Upgrade of Water Pollution Control Plants	8,334
• Reconstruction & Resurfacing of Streets & Highways	12,541	• Augmentation of Sewers	4,650	• Water Quality Mandates & Preservation	4,594
• Housing Preservation & Rehabilitation	12,000	• Industrial, Commercial, Waterfront & Market Development	3,878	• Citywide Information Systems & Equipment	3,673
• Reconstruction of Recreational Spaces	9,492	• Neighborhood Revitalization & Community Development	2,569	• Water Main Replacement & Dam Safety Program	2,894
• Resiliency, Energy Efficiency & Sustainability	4,430	• Sewer Extensions to Accommodate New Development	2,221	• Reconstruction & Renovation of Court Facilities	2,571
• Rehabilitation of Hospitals & Health Facilities	3,569	• Construction of the Third Water Tunnel	2,164	• Purchase of Sanitation Equipment	2,084
• Rehabilitation of Libraries & Cultural Institutions	2,939	• Water Main Construction	2,033	• Replacement of DEP Facilities & Equipment	1,150
• Rehabilitation of Public Buildings & Systems	1,925	• Water Quality Preservation	1,901	• Medical Equipment & Systems	959
• Upgrades to Traffic Systems	1,473	• Improvements to Cultural & Recreational Facilities	891	• Firefighting Equipment & Vehicles	880
• Social Services Facility & Technology Upgrades	1,317	• Green Infrastructure	886	• Police Vehicles & Equipment	711
• Replacement of Failing Sewer Components	1,199	• Bluebelt Program	710	• Ferry Boats & Terminals	669
• Sanitation Garages & Facilities	1,090	• New Correction Training Academy	226	• Transit System Rehabilitation	400
• Fire House Renovations	940	• Construction of Court Facilities	204	• Social Services Management Systems & Equipment	387
• Reconstruction & Rehabilitation of CUNY Facilities	821	• Water Pollution Improvements	139	• Transportation Equipment & Vehicles	346
• Renovation of Police Facilities	579	• Others	300	• Correctional Equipment	247
• Water for the Future & Filtration Avoidance	144			• Sewer Components	171
• Others	471			• Others	271

Funding for the Ten-Year Capital Strategy by Agency Program

(\$ in 000's)

	FY26-29		FY26-35	
	City Funds	All Funds	City Funds	All Funds
Education	\$15,626,322	\$15,626,322	\$23,793,232	\$23,793,232
Housing	9,344,277	9,504,277	20,666,029	21,066,029
Bridges	3,987,278	4,531,837	16,368,966	17,005,148
Water Pollution Control	7,942,221	8,195,531	13,700,014	13,953,324
Highways	4,388,624	4,734,790	12,039,880	12,540,564
Correction	10,724,349	10,724,349	11,996,055	11,996,055
Parks and Recreation	3,224,374	3,820,877	9,765,987	10,383,331
Sewers	2,524,645	2,554,014	8,896,990	8,926,359
Coastal Resiliency, Tech. & Equip.	4,697,410	4,711,817	8,039,189	8,053,596
Water Mains	3,371,363	3,535,624	6,787,862	6,952,123
Subtotal-Major Agency Programs	\$65,830,863	\$67,939,438	\$132,054,204	\$134,669,761
Economic Development	\$2,787,427	\$3,381,093	\$5,911,145	\$6,571,933
Hospitals	1,639,279	2,289,821	3,307,478	3,958,020
Housing Authority	2,141,761	2,141,761	3,629,386	3,629,386
Sanitation	1,257,001	1,273,869	3,205,700	3,222,568
Courts	792,329	812,674	2,754,301	2,774,646
Public Buildings	1,078,405	1,081,895	2,357,290	2,360,780
Water Supply	1,889,515	1,889,515	2,231,157	2,231,157
Fire	732,591	759,775	1,792,691	1,819,875
Cultural Affairs	873,991	877,320	1,694,399	1,702,062
Traffic	186,905	294,500	1,363,299	1,473,062
CUNY	915,092	915,092	1,363,581	1,363,710
Police	627,034	635,116	1,281,641	1,289,723
DEP Equipment	657,516	657,516	1,189,528	1,189,528
Homeless Services	332,972	333,797	742,104	742,929
Ferries	108,814	248,496	526,438	669,120
Health	370,344	375,924	592,189	606,656
Queens Libraries	318,507	318,507	553,942	553,942
Admin For Children's Services	307,347	347,543	416,400	463,259
Human Resources	218,629	319,980	311,744	433,968
Brooklyn Libraries	326,113	326,563	428,088	428,538
Transit	160,000	160,000	400,000	400,000
NY Branch Libraries	220,232	220,232	399,889	399,889
Transportation Equipment	25,869	25,869	345,952	345,952
Aging	61,951	61,951	73,657	73,657
NY Research Library	10,664	10,664	18,377	18,377
Real Estate	3,435	3,435	12,417	12,417
Total	\$18,043,723	\$19,762,908	\$36,902,793	\$38,735,154
Grand Total	\$83,874,586	\$87,702,346	\$168,956,997	\$173,404,915

Ten-Year Capital Strategy

Fiscal Years 2026-2035

Table of Contents

Financing Program 1

Program Detail by Agency

Transportation & Transit	11	Education, Health, Hospitals and Social Services	
Bridges	12	Education	52
Highways	14	City University	56
Traffic	16	Health and Mental Hygiene	58
Ferries	18	Health + Hospitals	62
Equipment	20	Human Resources	66
Transit Authority	22	Children’s Services	68
		Aging	70
Environmental Protection	25	Homeless Services	72
Water Pollution Control	26		
Water Mains, Sources and Treatment	28	Housing and Economic Development	
Sewers	32	Housing Preservation and Development	74
Water Supply	34	Housing Authority	78
Equipment	36	Small Business Services	80
Sanitation	38		
Public Safety		Citywide Administrative Services	84
Correction	40	Public Buildings	85
Police	42	Real Property	88
Courts	46		
Fire	48	Culturals & Recreation	
		Libraries	90
		Cultural Affairs	100
		Parks	104
		Energy Efficiency and Coastal Resiliency	108
		Citywide Equipment	110
		Citywide Total	115

Financing Program

The city financing program projects \$84.8 billion of long-term borrowing for the period from 2025 through 2029 to support the current city capital program. The portion of the capital program not financed by the New York City Municipal Water Finance Authority (NYW or the Authority) will be split between General Obligation (GO) bonds of the city and Future Tax Secured (FTS) bonds of the New York City Transitional Finance Authority (TFA).

The city and TFA expect to issue \$36.7 billion and \$35.7 billion, respectively, during the plan period. The city issuance supports 43 percent of the total and TFA FTS issuance supports another 42 percent of the total. NYW expects to issue approximately \$12.5 billion which represents 15 percent of the total.

Financing Program

(\$ in Millions)

	2025	2026	2027	2028	2029	Total
NYC GO Bonds	\$7,650	\$7,200	\$7,000	\$7,316	\$7,500	\$36,666
TFA FTS Bonds	7,850	6,000	7,000	7,316	7,500	35,666
NYW Bonds ¹	2,229	2,000	2,577	2,692	2,967	12,465
Total	\$17,729	\$15,200	\$16,577	\$17,324	\$17,967	\$84,797

¹ Includes commercial paper and revenue bonds issued for the water and sewer system's capital program. Figures do not include bonds that defease commercial paper or refunding bonds. Does not include bonds to fund reserves or cost of issuance.

Financing Program

Overview of the Financing Program

The tables titled “Debt Outstanding,” “Annual Debt Service Costs,” and “Debt Burden” show statistical information for the period from 2025 through 2029, based on debt currently outstanding and expectations for future issuances.

Debt Outstanding (\$ in Millions at Year End)

	2025	2026	2027	2028	2029
NYC GO Bonds	\$46,721	\$51,515	\$56,192	\$61,014	\$65,894
TFA FTS Bonds	55,600	59,820	64,617	69,592	74,628
Conduit Debt ¹	793	725	655	586	511
Total	\$103,114	\$112,060	\$121,464	\$131,192	\$141,033
NYW Bonds	\$34,372	\$35,912	\$38,093	\$40,187	\$42,488
TSASC Bonds	\$879	\$854	\$827	\$800	\$773

Annual Debt Service Costs (\$ in Millions, Before Prepayments)

	2025	2026	2027	2028	2029
NYC GO Bonds	\$4,331	\$4,640	\$4,945	\$5,424	\$5,865
TFA FTS Bonds	3,232	3,990	4,530	5,016	5,442
Conduit Debt ¹	91	111	108	103	112
Total	\$7,654	\$8,741	\$9,583	\$10,543	\$11,419
NYW Bonds ²	\$1,957	\$2,069	\$2,134	\$2,469	\$2,681
TSASC Bonds	\$76	\$69	\$69	\$68	\$67

Debt Burden

	2025	2026	2027	2028	2029
Total Debt Service ³ as % of:					
a. Total Revenue	6.4%	7.6%	8.2%	8.8%	9.3%
b. Total Taxes	9.6%	10.8%	11.6%	12.3%	12.9%
c. Total NYC Personal Income	1.0%	1.0%	1.1%	1.2%	1.2%
Total Debt Outstanding ³ as % of:					
a. Total NYC Personal Income	12.8%	13.4%	13.9%	14.3%	14.7%

¹ Conduit debt consists of bonds issued by the Dormitory Authority of the State of New York, New York City Educational Construction Fund, and New York City Industrial Development Agency for which the city is obligated to make payments for debt service, subject to appropriation.

² Includes First Resolution debt service and Second Resolution debt service net of subsidy payments from the NYS Environmental Facilities Corporation.

³ Total Debt Service and Debt Outstanding include NYC GO, conduit debt, and TFA FTS bonds.

Financing Program

Currently the debt service for city GO, TFA FTS, and city appropriation debt, or conduit debt, excluding the effect of pre-payments, is 6.4 percent of the city's total budgeted revenues in 2025. That ratio is projected to rise to 9.3 percent in 2029. As a percentage of tax revenues, the debt service ratio is 9.6 percent in 2025 and is projected to increase to 12.9 percent in 2029.

The primary issuers financing the city capital program have maintained credit ratings in the AA category or better by Moody's, S&P, and Fitch, and in the case of the city, Kroll, as indicated in the table titled "Ratings". These entities have maintained reliable market access, including during the economic uncertainty caused by the onset of COVID-19, to finance capital spending and undertake refinancing transactions. All of the outlooks are stable.

Ratings

Issuer	Moody's	S&P	Fitch	Kroll
NYC GO	Aa2	AA	AA	AA+
TFA FTS-Subordinate ¹	Aa1	AAA	AAA	
NYW First Resolution	Aa1	AAA	AA+	
NYW Second Resolution	Aa1	AA+	AA+	

¹ TFA may also issue FTS-Senior bonds, although none are currently outstanding. The most recent ratings assigned to the Senior credit were triple-A from each of Moody's, S&P, and Fitch.

New York City General Obligation Bonds

Since July 1, 2024, the city has issued \$7.7 billion in GO bonds for capital purposes and approximately \$2.0 billion in GO refunding bonds. The dates and principal amounts are shown in the table titled "NYC GO Issuance".

NYC GO Issuance

(\$ in Millions)

Series	(N)ew \$/ (R)efunding	Issue Date	Tax Exempt Amount	Taxable Amount	Total Par Amount
2025 AB	R	8/15/2024	\$1,106	\$0	\$1,106
2025 C	N	9/10/2024	1,800	300	2,100
2025 D-1 (Social Bonds)	N	10/16/2024	0	820	820
2025 D-2	N	10/16/2024	0	680	680
2025 E	N	3/20/2025	500	0	500
2025 F	R	3/20/2025	911	0	911
2025 G	N	4/29/2025	1,800	0	1,800
2025 H	N	4/29/2025	0	1,750	1,750
Total			\$6,117	\$3,550	\$9,667

In October 2024, the city issued its third series of Social Bonds, structured as \$820 million of taxable GO bonds. The proceeds of the Social Bonds sale financed affordable housing programs administered by the city's Department of Housing Preservation and Development.

The city's GO refunding transactions completed in fiscal 2025 generated approximately \$150 million of debt service savings during the financial plan period.

Additionally, the city took steps to manage outstanding floating rate debt by reoffering approximately \$139 million of floating rate bonds in a fixed rate mode.

The city plans to issue GO bonds for capital purposes of approximately \$7.7 billion, \$7.2 billion, \$7.0 billion, \$7.3 billion, and \$7.5 billion in 2025 through 2029, respectively.

Financing Program

New York City Transitional Finance Authority

The TFA is a public authority of New York State created by the New York City Transitional Finance Authority Act in 1997. It was created to issue FTS bonds, secured primarily with the city's personal income tax, to fund a portion of the capital program of the city.

The TFA was originally authorized to issue up to \$7.5 billion of FTS bonds and notes. This authorization has evolved over time to permit TFA to have additional FTS debt outstanding, with amounts over and above certain levels subject to the city's remaining debt incurring power under the state constitutional debt limit. The total amount of FTS debt authorized to be outstanding and not subject to the city's debt limit is currently \$21.5 billion, which will increase to \$27.5 billion beginning on July 1, 2025.

Since July 1, 2024, the TFA has issued \$6.9 billion in FTS bonds for capital purposes and approximately \$4.4 billion in refunding bonds. The dates and principal amounts are shown in the table titled "NYC TFA Issuance".

NYC TFA Issuance

(\$ in Millions)

Series	(N)ew \$/ (R)efunding	Issue Date	Tax Exempt Amount	Taxable Amount	Total Par Amount
2025 AB	R	7/30/2024	\$2,250	\$210	\$2,460
2025 C	N	10/1/2024	1,800	300	2,100
2025 D	N	10/30/2024	1,500	0	1,500
2025 E	N	1/7/2025	1,500	0	1,500
2025 FG	R	2/25/2025	1,701	247	1,948
2025 H	N	4/1/2025	1,800	0	1,800
Total			\$10,551	\$757	\$11,308

The TFA refunding transactions completed to date in fiscal 2025 generated approximately \$379 million of debt service savings during the financial plan period.

The TFA plans to issue FTS bonds for capital purposes of approximately \$7.9 billion, \$6.0 billion, \$7.0 billion, \$7.3 billion, and \$7.5 billion in 2025 through 2029, respectively.

In April 2006, the state enacted legislation authorizing issuance by the TFA of an additional \$9.4 billion of bonds (Building Aid Revenue Bonds, or BARBs) to be used to fund certain capital costs for the Department of Education. This legislation also provided for the assignment to TFA of state building aid that had previously been paid directly to the city. As of March 31, 2025, there were approximately \$7.5 billion of BARBs outstanding. The BARBs are rated Aa2 by Moody's, AA by S&P, AA by Fitch, and have stable outlooks. The financial plan does not currently contemplate the issuance of BARBs for new money purposes.

New York City Related Issuers - Variable Rate Debt

The city and other issuers supporting the city capital program utilize floating rate debt in an effort to diversify their offerings and minimize interest costs. Variable rate demand bonds, which require an accompanying bank facility, comprise the majority of the city's and its related entities' variable rate portfolio. The city and TFA also have floating rate bonds which do not require a bank facility, where interest rates are set periodically according to a benchmark index, by auction, or by a remarketing agent. Currently, the city and its related entities, excluding NYW, have approximately \$8.1 billion of floating rate exposure.

While floating rate debt can provide savings relative to fixed rate debt, the exposure is of note because certain events can cause costs to increase unexpectedly. Those events would include rising short-term interest rates, reductions in tax rates in the tax code (in the case of tax-exempt debt), and the deterioration of the city's credit or the credit of a liquidity provider. The city uses conservative assumptions in budgeting interest rates and associated expenses from floating rate instruments.

Financing Program

The table “NYC Floating-Rate Exposure” summarizes the city’s and its related issuers’ floating rate exposure, excluding NYW. Total floating rate exposure is 7.8 percent, which remains below the city’s policy guideline of 20 percent. This is even more manageable after taking into account the 10-year average balance of \$8.9 billion of short-term assets in the city’s General Fund, which are an offset to these floating rate liabilities. Net of these floating rate assets, the floating rate exposure of the city, excluding NYW, is entirely mitigated. GO and TFA floating rate exposure represents 9.9 percent and 6.0 percent of GO and TFA FTS debt, respectively.

NYC Floating-Rate Exposure ¹

(\$ in Millions)

	GO	TFA	Conduit	Total
Floating Rate Bonds	\$4,609	\$3,362	\$30	\$8,001
Synthetic Fixed	8	0	45	53
Total Floating-Rate	\$4,617	\$3,362	\$75	\$8,054
Total Debt Outstanding	\$46,721	\$55,600	\$793	\$103,114
% of Floating-Rate / Total Debt Outstanding				7.8%
Total Floating-Rate Less \$8.9 Billion Balance in General Fund (Floating-Rate Assets)				(\$842)
% of Net Floating Rate / Total Debt Outstanding				(0.8%)

¹ End of Fiscal Year 2025 Debt Outstanding as of the May 2025 Financial Plan excluding NYW.

In addition to floating rate debt instruments, the city has utilized synthetic fixed rate debt (issuance of floating rate debt which is then swapped to a fixed rate). In contrast to variable rate demand bonds and other floating rate instruments, synthetic fixed rate debt is relatively insensitive to changes in interest rates and changes in the city’s credit, though it can provide exposure to the relationship between tax-exempt and taxable floating rates. To calculate the floating rate exposure associated with synthetic fixed rate debt in the foregoing analysis, it is conservatively assumed that there is no difference between tax-exempt bond rates and the taxable rates on which swap receipts are based.

The city has not entered into any new interest rate swaps in recent years. The city is a party to one remaining GO interest rate swap with an outstanding notional amount as of March 31, 2025 of \$20.375 million, for which the mark-to-market value was negative \$206 thousand. This is the theoretical amount that the city would pay if the swap was terminated under market conditions as of March 31, 2025. This swap matures on August 1, 2026. Additionally, the city is required to make payments under two interest rate swap agreements that relate to conduit indebtedness; as of March 31, 2025, the total notional amount was \$125.5 million and the combined mark-to-market value was negative \$7 million. These swaps mature on May 15, 2039. The TFA has no outstanding swaps.

The variable rate receipts on outstanding interest rate swap agreements were originally based on the London Interbank Offered Rate (LIBOR), a benchmark index that has been phased out. Additionally, certain floating rate debt instruments included alternative rates based on LIBOR. To address the market’s transition away from LIBOR, these swap and debt instruments were modified to incorporate the Secured Overnight Financing Rate (SOFR) as a replacement index.

New York City Municipal Water Finance Authority

The New York City Municipal Water Finance Authority (NYW) was created in 1984 to finance capital improvements to the city’s water and sewer system. Since its first bond sale in November 1985, the Authority has sold \$88.4 billion of bonds.

Of the aggregate bond par sold, as of May 1, 2025, \$34.2 billion is outstanding, \$39.3 billion, including \$665 million of special resolution crossover bonds, was refinanced, \$6.8 billion was defeased with Authority funds including economically defeased bonds, and \$8.1 billion was retired with revenues as they matured. In addition to this long-term debt, NYW uses bond anticipation notes (BANs) issued to the New York State Environmental Facilities Corporation (EFC) and has used a commercial paper program as a source of flexible short-term financing. As of May 1, 2025, NYW had \$242.3 million in outstanding BAN draws and available undrawn capacity of \$644.9 million pursuant to agreements with EFC to fund

Financing Program

certain projects. NYW is authorized to draw up to \$600 million of commercial paper notes, including up to \$400 million of Extendable Municipal Commercial Paper. Currently, the Authority has no commercial paper outstanding.

NYW's outstanding debt also includes floating rate bonds, which have been a reliable source of cost-effective financing. As of May 1, 2025, NYW had \$4.3 billion of floating rate bonds representing approximately 13 percent of its outstanding debt. NYW's floating rate exposure consists primarily of tax-exempt floating rate debt supported by liquidity facilities. NYW also has floating rate bonds which do not require a bank facility, where interest rates are set periodically according to a benchmark index, or by a remarketing agent.

NYW participates in the State Revolving Fund (SRF) program administered by the EFC. The SRF provides a source of long-term below-market interest rate borrowing, subsidized by federal capitalization grants, state matching funds, and other funds held by EFC. The Authority's BAN draws are expected to be refinanced with fixed rate second resolution bonds issued to EFC.

Summarized in the table titled "NYW Issuance" is the issuance that has closed to date in 2025. The proceeds of the bonds were applied to pay the cost of improvements to the system, refund or purchase certain of the Authority's outstanding debt, and pay the costs of issuance.

NYW Issuance

(\$ in Millions)

Series	(N)ew \$/ (R)efunding	Issue Date	Par Amount	True Interest Cost (TIC)	Longest Maturity
2025 AA	N/R	10/2/2024	\$887	4.40%	2054
2025 BB	N	3/6/2025	950	4.55%	2055
2025 CC	R	4/10/2025	560	4.00%	2046
			\$2,397		

On April 22, 2025, NYW priced approximately \$650 million of Fiscal 2025 Series DD fixed rate bonds, the proceeds of which will be used to refund certain outstanding bonds. This transaction is scheduled to close on May 13, 2025.

During the period from 2025 to 2029, NYW expects to issue an average of approximately \$2.5 billion of new money bonds per year. Of this amount, NYW plans to issue to EFC about \$300 million of bonds annually, taking advantage of the interest rate subsidy available for qualifying projects, and minimizing the overall costs of its financing program. NYW expects to issue approximately 90 percent of its new debt per year as fixed rate debt with the remainder issued as floating rate debt, subject to market conditions.

TSASC, Inc.

TSASC, Inc., a local development corporation, was created in October 1999 to fund a portion of the city's capital program. TSASC's currently outstanding bonds are secured by a pledge of 37.4% of tobacco settlement revenues (TSRs) eligible to be received by TSASC pursuant to a nationwide Master Settlement Agreement. Pursuant to a Security Agreement entered into by TSASC in December 2024, TSASC agreed to use unpledged TSRs received by TSASC to pay any projected shortfall on TSASC debt service payments through June 2028. The Security Agreement may be terminated by TSASC upon ninety days' notice.

The financial plan does not currently contemplate the issuance of additional TSASC bonds for new money purposes.

Financing Program

Hudson Yards Infrastructure Corporation

Hudson Yards Infrastructure Corporation (HYIC), a not-for-profit local development corporation, was established to provide financing for infrastructure improvements to facilitate economic development on Manhattan's far west side. Improvements include the extension of the No. 7 subway line west and south, construction of a park, as well as the acquisition of development rights over the MTA rail yards.

In December 2006, HYIC issued its first series of bonds in the principal amount of \$2 billion. HYIC completed its second issuance of \$1 billion of bonds in October 2011. Debt service on the HYIC bonds is being repaid from revenues generated by this new development, notably payments-in-lieu-of-property taxes (PILOT) on the commercial development, tax equivalency payments on residential developments, and various developer payments. To the extent these revenues are not sufficient to cover interest payments, the city has agreed to make interest support payments (ISP) to HYIC subject to appropriation. ISPs have not been required since 2015.

After the initial bond issues funding the capital improvements, HYIC has undertaken two refinancing transactions. In May 2017, HYIC issued approximately \$2.1 billion of refunding bonds which refinanced all of its initial \$2 billion bond issue and a portion of its second bond issue under a new legal structure. This refinancing allowed HYIC to remit approximately \$110 million of accumulated revenues for the city's benefit in 2017. Moreover, the refunding enabled HYIC to transfer periodically to the city excess revenues over and above amounts needed for HYIC debt service. In October 2021, HYIC issued approximately \$450 million in refunding bonds which refinanced the remainder of its second bond issue. This refinancing generated over \$50 million of savings during the period fiscal years 2022-2025 and additional annual savings thereafter. After the transaction, all of HYIC's bonds are under the legal structure established in the 2017 refunding transaction mentioned above. HYIC's bonds are rated Aa2 by Moody's, AA by S&P, AA- by Fitch, and have stable outlooks.

The No. 7 Subway extension was constructed by the MTA and began service in September 2015. The secondary entrance to this station located at W. 35th Street and Hudson Boulevard East opened in September 2018. Phase I of the Hudson Park and Boulevard opened to the public in August 2015 and is managed by the Hudson Yards Hell's Kitchen Alliance Business Improvement District. A second phase for the park ("Phase II") will expand the park north to 39th Street. Phase II is being financed through a term loan agreement which permits HYIC to draw up to \$380 million for project costs. As of April 3, 2025, HYIC has drawn approximately \$108 million on the term loan to fund costs of Phase II.

Program Detail by Agency

Department of Transportation

The Department of Transportation (DOT) is responsible for the safe and efficient movement of people and goods in New York City. To fulfill this mission, DOT builds and maintains streets, sidewalks, highways, bridges, and municipal parking facilities; maintains and operates municipal ferry systems and monitors private ferry systems; monitors private bus companies; promotes the use of sustainable modes of transportation; participates in traffic regulation efforts; and serves as an advocate for better, safer, and more accessible transportation.

Although future demands on the transportation network will depend on a host of economic, demographic, and social trends that are difficult to predict, all indicators point to an increasing transportation demand. Congestion on the city's highways further exacerbates the difficulties of goods movement, as most goods are shipped into the city via trucks. In the face of these trends the challenge will be to channel as much of this rising transportation demand into mass transit as possible, while still maintaining a viable and safe local street system. Simultaneously, the city must maintain its aging bridge and arterial network so that vital transportation links do not become structurally deficient or congested, and to limit pollution-causing bottlenecks, which can impede the city's economic growth.

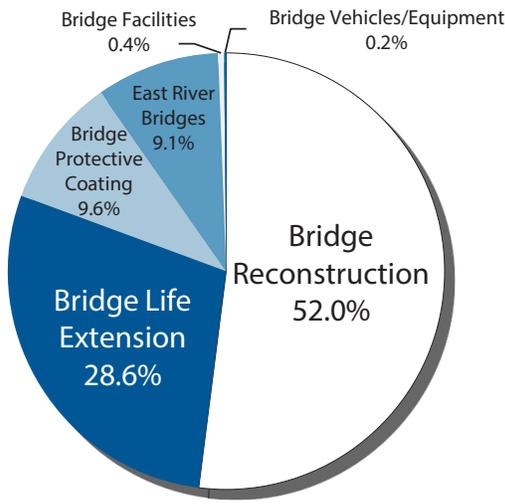
Capital Program Goals

- Provide safe and efficient travel throughout the city by rehabilitating deficient bridges and performing work necessary to keep bridges in a state of good repair;
- Provide streets in good repair;
- Promote the safety of pedestrians, bicyclists, and drivers;
- Improve the flow of traffic and minimize congestion;
- Maintain and improve safety on city streets by providing adequate lighting, adding and upgrading intersection signalization, installing lane markings, and traffic calming measures;
- Protect the public from excessive amounts of motor vehicle pollution;
- Provide public transportation that is accessible, reliable, and clean; and
- Ensure the safe and efficient operation of ferries and ferry terminals.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides approximately \$32.0 billion to the Department, with Bridges and Highways receiving the bulk of funding, totaling approximately \$29.5 billion.

Department of Transportation - Bridges



Bridges

The Ten-Year Capital Strategy provides \$17.0 billion in the Bridge program for the reconstruction and upgrade of the city’s bridge system. The Ten-Year Capital Strategy includes funding for work on the four East River Bridges and approximately 100 other bridge structures. The first four years of this Ten-Year Capital Strategy provides \$4.5 billion to the Bridge program, of which \$1.4 billion is planned to be committed in FY 2026. The total commitment reflects the high priority accorded to restoring and maintaining these essential links in the city’s transportation system.

	(in millions)
• Bridge Reconstruction	\$8,844.1
• Bridge Life Extension	4,867.3
• Bridge Protective Coating	1,639.9
• East River Bridges	1,552.8
• Bridge Facilities	74.3
• Bridge Vehicles/Equipment	26.7
TOTAL	\$17,005.1

Bridge Reconstruction

The Ten-Year Capital Strategy provides \$8.8 billion to reconstruct bridge structures, including \$531.8 million for the Shore Road Bridge over Hutchinson River and \$325.5 million for Nereid Ave over the Bronx River Parkway.

Bridge Life Extension

The Ten-Year Capital Strategy provides \$4.9 billion for rehabilitative work on bridge structures that require an upgrade to their current condition, in addition to component rehabilitation work on various bridges. These projects include \$441.5 million for the Trans-Manhattan Expressway and \$393.2 million for the Miller Highway over Terrain.

Bridge Protective Coating

The Ten-Year Capital Strategy provides \$1.6 billion for protective coating treatment on bridge structures. This program includes \$430.0 million for the Williamsburg Bridge and \$28.9 million for the Broadway Bridge over the Harlem River.

East River Bridges

The Ten-Year Capital Strategy provides \$1.6 billion for rehabilitative work on the East River Bridges. This program includes \$653.0 million for the Queensboro Bridge.

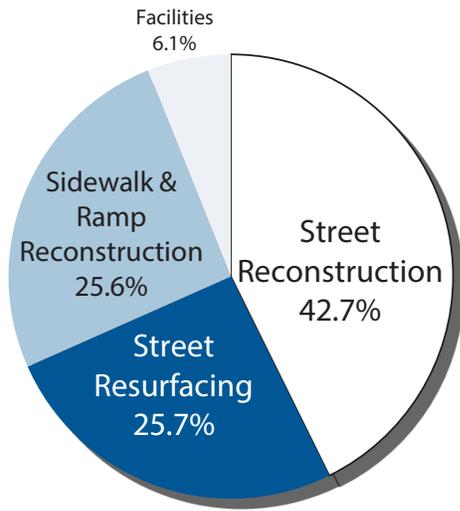
Bridge Facilities, Equipment and Vehicles

The Ten-Year Capital Strategy provides \$74.3 million for bridge facilities and \$26.7 million for the purchase of equipment and vehicles.

Department of Transportation - Bridges

Project Type: BR and HB		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
East River Bridges												
City		875,480	30,000	0	0	581,750	65,550	0	0	0	0	1,552,780
Fair Bridges												
City		121,627	257,322	844,531	768,019	929,550	1,126,264	244,077	1,378,823	1,380,534	1,427,623	8,478,370
Federal		111,037	21,760	0	174,722	46,238	1,522	0	0	0	0	355,279
State		0	0	0	7,365	0	1,907	0	0	0	0	9,272
Private		1,165	0	0	0	0	0	0	0	0	0	1,165
Bridge Life Extension and Miscellaneous Work												
City		171,081	258,008	363,599	195,084	658,898	977,497	629,312	614,186	358,676	370,513	4,596,854
Federal		67,120	14,560	89,535	55,495	0	41,956	0	0	0	0	268,666
State		200	0	0	1,600	0	0	0	0	0	0	1,800
Bridge Painting												
City		15,903	8,872	33,620	32,538	30,536	154,688	150,084	391,511	404,431	417,777	1,639,960
Bridge Facilities												
City		0	1,845	0	0	9,904	8,265	12,492	13,485	13,930	14,390	74,311
Bridge Vehicles												
City		0	0	6,704	3,045	5,662	4,509	4,234	2,537	0	0	26,691
Project Type Total by Source of Funds												
City		1,184,091	556,047	1,248,454	998,686	2,216,300	2,336,773	1,040,199	2,400,542	2,157,571	2,230,303	16,368,966
Federal		178,157	36,320	89,535	230,217	46,238	43,478	0	0	0	0	623,945
State		200	0	0	8,965	0	1,907	0	0	0	0	11,072
Private		1,165	0	0	0	0	0	0	0	0	0	1,165
Project Type Total												
All Funds		1,363,613	592,367	1,337,989	1,237,868	2,262,538	2,382,158	1,040,199	2,400,542	2,157,571	2,230,303	17,005,148

Department of Transportation - Highways



Highways

The Ten-Year Capital Strategy provides \$12.5 billion to the Highways program for the rehabilitation of city streets.

	(in millions)
• Street Reconstruction	\$5,354.6
• Street Resurfacing	3,217.5
• Sidewalk and Ramp Reconstruction	3,205.9
• Facilities	762.6
TOTAL	\$12,540.6

Street Reconstruction

Total funding in the Ten-Year Capital Strategy for street reconstruction is \$5.4 billion. This work includes \$388.2 million for four phases of the Great Streets Vision Zero corridor reconstruction of Queens Boulevard and \$143.6 million for the 4th Avenue Great Streets Safety Improvements.

Street Resurfacing

The Ten-Year Capital Strategy funds the resurfacing of 11,000 lane miles of primary streets and arterial highways and 500 miles of bike lanes at a ten-year cost of \$3.2 billion.

Sidewalk and Ramp Reconstruction

For the ten-year period, \$2.6 billion is provided to install and reconstruct pedestrian ramps throughout the city. Additionally, \$572.6 million is provided to repair defective sidewalks and curbs throughout the city.

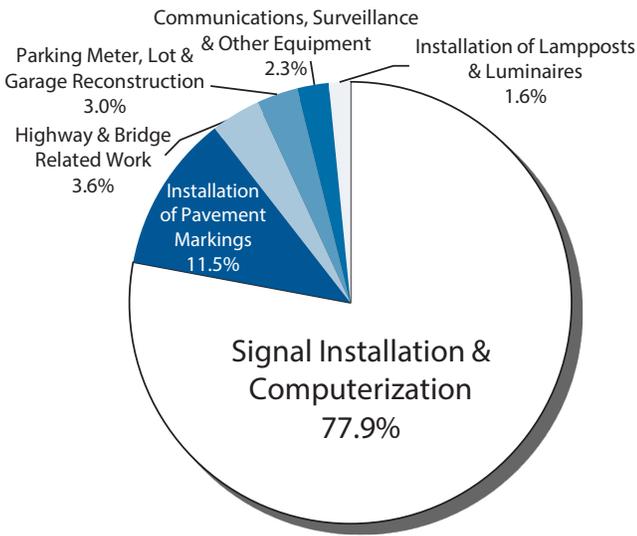
Facility Reconstruction

A total of \$762.6 million is allocated in the Ten-Year Capital Strategy for the design and reconstruction of highway maintenance and repair yards, other Department facilities, and miscellaneous renovations and upgrades. This work includes \$318.7 million for the reconstruction of Flatlands Yard in Brooklyn.

Department of Transportation - Highways

Project Type: HW	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Facility Reconstruction											
City	111,499	122,766	3,273	18,038	336,570	22,343	93,760	16,923	17,481	18,058	760,711
Federal	1,892	0	0	0	0	0	0	0	0	0	1,892
Local Street Reconstruction											
City	0	18,852	14,218	96,483	23,336	1,122	0	0	50,000	0	204,011
Pedestrian Ramp Construction											
City	190,812	165,962	132,869	329,136	82,220	495,393	348,318	310,044	285,529	291,542	2,631,825
Federal	0	0	0	58	1,115	0	0	0	0	0	1,173
State	0	0	0	1	0	0	0	0	0	0	1
Private	236	0	0	0	0	0	36	0	0	0	272
Primary Street Reconstruction											
City	391,579	457,696	722,469	427,067	1,374,939	311,867	672,637	371,048	156,656	121,609	5,007,567
Federal	45,020	13,000	4,874	11,358	4,337	965	0	0	0	0	79,554
State	4,194	15,057	6,349	1,000	0	0	391	0	0	0	26,991
Private	1,261	3	0	11	7	0	436	0	0	0	1,718
Primary Street Resurfacing											
City	221,382	217,803	254,724	261,384	293,188	291,753	307,112	394,279	301,815	315,256	2,858,696
State	64,412	49,060	49,060	49,060	49,060	49,060	49,060	0	0	0	358,772
Reconstruction of Retaining Walls											
City	0	0	3,744	0	81	188	0	0	0	0	4,013
Sidewalk Reconstruction											
City	42,781	47,922	60,713	44,678	64,212	67,071	57,408	58,695	48,600	50,203	542,283
Federal	0	780	0	0	0	0	0	0	0	0	780
Private	15,540	0	8,944	4,996	0	0	51	0	0	0	29,531
Reconstruction of Step Streets											
City	0	0	30,774	0	0	0	0	0	0	0	30,774
Project Type Total by Source of Funds											
City	958,053	1,031,001	1,222,784	1,176,786	2,174,546	1,189,737	1,479,235	1,150,989	860,081	796,668	12,039,880
Federal	46,912	13,780	4,874	11,416	5,452	965	0	0	0	0	83,399
State	68,606	64,117	55,409	50,061	49,060	49,060	49,451	0	0	0	385,764
Private	17,037	3	8,944	5,007	7	0	523	0	0	0	31,521
Project Type Total											
All Funds	1,090,608	1,108,901	1,292,011	1,243,270	2,229,065	1,239,762	1,529,209	1,150,989	860,081	796,668	12,540,564

Department of Transportation - Traffic



Traffic

The Ten-Year Capital Strategy provides \$1.5 billion for Traffic programs.

(in millions)

• Signal Installation and Computerization	\$1,148.2
• Installation of Pavement Markings	170.0
• Highway and Bridge Related Work	53.4
• Parking Meter, Lot and Garage Reconstruction	44.4
• Communications, Surveillance and other Equipment	33.9
• Installation of Lampposts and Luminaires	23.2
TOTAL	\$1,473.1

Signal Installation and Computerization

The Ten-Year Capital Strategy provides \$1.1 billion for signal installation and computerization.

Installation of Pavement Markings

The Ten-Year Capital Strategy provides funding of \$170.0 million for the installation of thermoplastic reflectorized pavement markings to be done in conjunction with the Department's in-house resurfacing program.

Highway and Bridge Related Work

The Ten-Year Capital Strategy provides \$53.4 million for the installation of signals, streetlights, and lane markings associated with the Highway Reconstruction and Bridge programs.

Parking Meter, Lot and Garage Reconstruction

The Ten-Year Capital Strategy provides \$44.4 million for parking meters and facilities.

Communications, Surveillance and other Equipment

The Ten-Year Capital Strategy provides \$33.9 million for purchase and installation of electric vehicle charging stations.

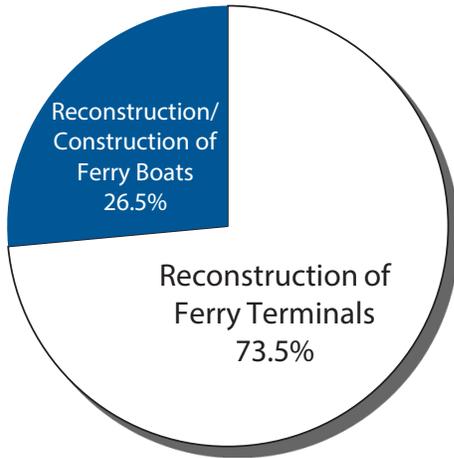
Installation of Lampposts and Luminaires

The Ten-Year Capital Strategy provides \$23.2 million for the installation of lampposts and luminaires.

Department of Transportation - Traffic

Project Type: TF	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Communications, Surveillance Equipment											
City	10,059	0	0	2,880	8,805	12,158	0	0	0	0	33,902
Highway Drawdown Program											
City	7,181	4,367	292	105	1,039	1,385	4,648	345	0	0	19,362
Federal	0	0	0	10	0	0	32	0	0	0	42
Installation of Lampposts and Luminaires											
City	0	5,215	1,711	2,102	772	829	0	0	0	0	10,629
State	11,505	0	0	156	172	0	0	714	0	0	12,547
Parking Meters, Lots and Garages											
City	1,013	14,111	0	1,742	19,705	1,500	1,557	1,545	1,596	1,649	44,418
Installation of Pavement Markings											
City	15,000	5,000	5,000	5,000	25,797	18,751	7,461	28,371	29,307	30,274	169,961
Traffic Work in Conjunction with Highway Reconstruction											
City	1,826	5,484	2,100	14,709	3,612	7	1,465	1,241	1,282	1,324	33,050
Federal	0	0	0	0	0	0	1,000	0	0	0	1,000
Signal Installation and Computerization											
City	47,595	16,861	9,820	7,732	178,120	133,042	217,175	159,742	137,743	144,147	1,051,977
Federal	3,050	0	370	0	0	0	0	0	0	0	3,420
State	62,473	14,842	10,869	4,320	0	0	250	0	0	0	92,754
Project Type Total by Source of Funds											
City	82,674	51,038	18,923	34,270	237,850	167,672	232,306	191,244	169,928	177,394	1,363,299
Federal	3,050	0	370	10	0	0	1,032	0	0	0	4,462
State	73,978	14,842	10,869	4,476	172	0	250	714	0	0	105,301
Project Type Total											
All Funds	159,702	65,880	30,162	38,756	238,022	167,672	233,588	191,958	169,928	177,394	1,473,062

Department of Transportation - Ferries



Ferries

The Ten-Year Capital Strategy for Ferries provides a total of \$669.1 million for the reconstruction, construction, and improvement of various ferry vessels and facilities.

	(in millions)
• Reconstruction of Ferry Terminals	\$492.0
• Reconstruction/Construction of Ferry Boats	177.1
TOTAL	\$669.1

Reconstruction of Ferry Terminals

The Ten-Year Capital Strategy includes \$492.0 million for the rehabilitation and renovation work to ferry terminal buildings, slips, and racks.

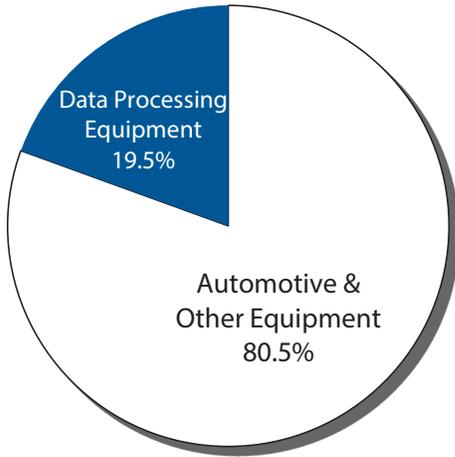
Reconstruction/Construction of Ferry Boats

The Ten-Year Capital Strategy provides \$177.1 million for various projects associated with the Department of Transportation-operated ferry boats.

Department of Transportation - Ferries

Project Type: FA	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Reconstruction of Ferry Boats											
City	4,785	8,305	4,253	300	11,861	6,796	12,473	36,496	32,349	33,417	151,035
Federal	0	23,335	0	2,416	0	0	0	0	0	0	25,751
State	0	0	0	300	0	0	0	0	0	0	300
Reconstruction of Ferry Terminal Facilities											
City	12,555	26,448	15,328	36,840	28,706	48,582	44,560	43,141	58,654	60,589	375,403
Federal	41,391	54,745	4,999	10,684	0	0	3,000	0	0	0	114,819
State	1,168	0	624	20	0	0	0	0	0	0	1,812
Project Type Total by Source of Funds											
City	17,340	34,753	19,581	37,140	40,567	55,378	57,033	79,637	91,003	94,006	526,438
Federal	41,391	78,080	4,999	13,100	0	0	3,000	0	0	0	140,570
State	1,168	0	624	320	0	0	0	0	0	0	2,112
Project Type Total											
All Funds	59,899	112,833	25,204	50,560	40,567	55,378	60,033	79,637	91,003	94,006	669,120

Department of Transportation - Equipment



Equipment

The Ten-Year Capital Strategy provides \$346.0 million for the purchase of computer equipment for office automation, data processing, engineering support, vehicles, and equipment for DOT field forces.

(in millions)

• Automotive and Other Equipment	\$278.6
• Data Processing Equipment	67.3
TOTAL	\$346.0

Department of Transportation - Equipment

Project Type: TD	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Data Processing Equipment											
City	7,522	1,388	1,901	0	16,832	9,394	10,426	8,132	5,781	5,971	67,347
Automotive and Other Equipment											
City	4,173	10,885	0	0	132,185	25,000	27,944	28,418	25,000	25,000	278,605
Project Type Total by Source of Funds											
City	11,695	12,273	1,901	0	149,017	34,394	38,370	36,550	30,781	30,971	345,952
Project Type Total											
All Funds	11,695	12,273	1,901	0	149,017	34,394	38,370	36,550	30,781	30,971	345,952
Transportation Total	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Total by Source of Funds											
City	2,253,853	1,685,112	2,511,643	2,246,882	4,818,280	3,783,954	2,847,143	3,858,962	3,309,364	3,329,342	30,644,535
Federal	269,510	128,180	99,778	254,743	51,690	44,443	4,032	0	0	0	852,376
State	143,952	78,959	66,902	63,822	49,232	50,967	49,701	714	0	0	504,249
Private	18,202	3	8,944	5,007	7	0	523	0	0	0	32,686
All Funds	2,685,517	1,892,254	2,687,267	2,570,454	4,919,209	3,879,364	2,901,399	3,859,676	3,309,364	3,329,342	32,033,846

Transit Authority

New York City Transit (NYCT) is the largest agency in the Metropolitan Transportation Authority (MTA) regional transportation network. The MTA is the largest regional transit provider in North America and New York City Transit (NYCT) operates the most extensive public transportation system in the country, serving over 1.5 billion subway, bus and paratransit passengers each year, in addition to a 21-station rail system on Staten Island known as MTA Staten Island Railway. NYCT maintains a fleet of 6,742 subway cars, 472 passenger stations in four boroughs, and over 665 miles of subway track. Through 2019, subway ridership was 1.7 billion annually. In addition, NYCT operates a fleet of 4,504 buses on 241 routes on over 2,200 route miles throughout the city. The bus and subway systems operate 24 hours a day, 365 days a year.

Since 1982, NYCT has adopted eight multi-year capital reconstruction programs to restore the system to a state of good repair and normal replacement, with an emphasis on service and a well-maintained fleet. The transit system currently benefits from a twelve-month moving average subway car reliability of 113,525 miles between failures. The five-year 2020-2024 Capital Program, approved by the MTA Board in September 2019 with Board-approved amendments in December 2021, July 2022, and June 2023, includes \$55.4 billion for all MTA agencies, \$34.0 billion of which would be invested in the NYCT core system, and \$5.2 billion of which is for NYCT network expansion. The State 2021 Budget requires the city to contribute \$3.0 billion towards the 2020-2024 Capital Program, concurrent with the State's \$3.0 billion contribution.

The Metropolitan Transportation Authority Bus Company (MTABC) provides local and express bus service on 90 routes to supplement the NYCT system in areas previously served by private bus companies franchised by the city. With a fleet of 1,354 buses, the MTABC serves over 84 million riders per year, operating 24 hours a day, 365 days a year. MTABC's operating costs are subsidized by the city.

Capital Program Goals

The five-year 2020-2024 MTA Capital Program for NYCT includes subway station rehabilitations, improvements in the subway's signals, communications, track maintenance, and replacement of train cars and buses. The improvements will ensure safety, reliability, and performance by improving infrastructure and facilities. The Capital Program includes the \$3.3 billion purchase of 1,077 new subway cars to replace cars reaching the end of their useful lives and reduce delays while modernizing the customer environment. The Capital Program also includes the purchase of 1,389 new buses for \$1.5 billion. These new buses will replace buses that are approaching the end of their useful lives and introduce 475 buses that feature all-electric propulsion, helping the MTA transition to a full zero-emission bus fleet by 2040. The remaining \$29.1 billion of NYCT core funding is budgeted for system-wide infrastructure and other upgrades.

The 2020-2024 MTA Capital Program for MTABC includes a total of \$839.3 million to replace 784 buses and to upgrade facilities and equipment at MTABC depots.

Ten-Year Capital Strategy

In the Ten-Year Capital Strategy, the city will contribute \$400.0 million to the MTA, including \$350.0 million for ongoing NYCT track improvements and rehabilitation.

Transit Authority - Transit

Project Type: T	(\$ in 000's)										Total	
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035		
Miscellaneous Projects for New York City Transit City	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
IFA Trackwork Project for New York City Transit City	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000
Project Type Total by Source of Funds City	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
Project Type Total All Funds	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
Transit Authority Total	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total	
Total by Source of Funds												
City	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
Federal	0	0	0	0	0	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0	0	0	0	0	0
Private	0	0	0	0	0	0	0	0	0	0	0	0
All Funds	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000

Department of Environmental Protection

The Department of Environmental Protection (DEP) protects the environmental health and welfare of the city's residents and natural resources. The Department manages the city's water supply system, including upstate water collection and downstate distribution; collects, treats, and disposes of waste and storm water; regulates the discharge of pollutants into the city's air; responds to emergencies involving hazardous materials; manages programs to clean up sites contaminated with hazardous waste and asbestos; enforces the city's noise code; and promotes water and energy conservation.

DEP manages nearly 2,000 square miles of watershed in upstate New York from which the city and four upstate counties draw their supply of drinking water. In addition to a system of dams, reservoirs, aqueducts, and water tunnels, DEP maintains approximately 7,000 miles of water mains, which distribute water throughout the five boroughs, and 7,700 miles of sewers, which collect waste and storm water and transport it to 14 wastewater resource recovery facilities (WRRFs). The Department also operates facilities and equipment to maintain and support these systems.

Capital Program Goals

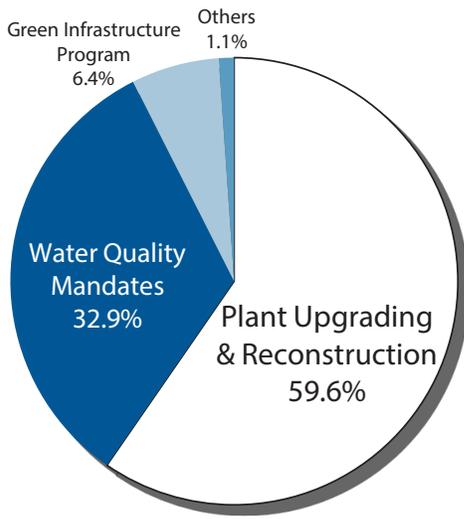
- To maintain the quality of water in the city's watersheds and, where necessary, treat the supply to ensure that it continues to be of high quality;
- To maintain and improve the transmission and distribution capacity of the city's water supply system;
- To improve the quality of the surrounding waters by upgrading the city's sewage treatment facilities and by reducing pollution caused by combined sewer overflows (CSOs); and
- To contain sanitary sewage and prevent flooding by replacing failing sewers and extending service to underserved areas of the city.

Ten-Year Capital Strategy

DEP's capital program, relating to the city's water and sewer system, is financed by the New York City Municipal Water Finance Authority and paid for by water and sewer charges collected through the New York City Water Board. The Ten-Year Capital Strategy includes \$33.3 billion for the DEP programs.

The water and sewer system is currently facing significant costs related to maintaining a state of good repair and improving its system, while also satisfying various legal mandates. This Ten-Year Capital Strategy for the city's water and sewer system seeks to balance the necessary investment in this vital service with as moderate an impact on city water and sewer ratepayers as can be achieved, while also meeting all requirements from its regulators.

Department of Environmental Protection - Water Pollution Control



Water Pollution Control

To improve the quality of the city’s waterways and to comply with the mandates imposed by the Clean Water Act, the Ten-Year Capital Strategy provides approximately \$14.0 billion towards wastewater treatment programs.

	(in millions)
• Plant Upgrading and Reconstruction	\$8,318.7
• Water Quality Mandates	4,594.3
• Green Infrastructure Program	886.1
• Biological Nutrient Removal	83.3
• Consent Decree Upgrading and Construction	55.8
• Plant Component Stabilization	15.1
TOTAL	\$13,953.3

Plant Upgrading and Reconstruction

The Ten-Year Capital Strategy provides \$8.3 billion for the reconstruction or replacement of components at in-city wastewater resource recovery facilities or related conveyance infrastructure to ensure their continuous and reliable operation. Additionally, \$4.3 billion will fund upgrades and state of good repair work at WRRFs, such as for the rehabilitation of the North River WRRF (\$1.3 billion), the replacement of main sewage pumps at various WRRFs (\$583.5 million), and the Hunts Point WRRF sludge handling equipment (\$493.0 million). In addition, the Department has allocated \$1.0 billion for Job Order Contracts (JOCs) that address small capital improvements, \$850.4 million for wastewater pumping stations across the five boroughs, and \$607.9 million for energy efficiency and resiliency upgrades at WRRFs.

Water Quality Mandates

The Ten-Year Capital Strategy provides \$4.6 billion for the optimization of existing and construction of new traditional sewer overflow controls, such as holding tanks, tunnels, and disinfection facilities, to prevent the release of CSO into harbor waters. This includes \$3.3 billion for the construction of the Newtown Creek CSO storage tunnel and \$553.4 million for the construction of CSO retention tanks at the Gowanus Canal Superfund Site.

Green Infrastructure Program

The Ten-Year Capital Strategy provides \$886.1 million for green infrastructure projects, such as bioswales, infiltration basins, and constructed wetlands, as well as programs for the construction of rainwater capture facilities, such as green roofs and permeable pavement. This includes \$186.3 million for green infrastructure in the Gravesend Bay CSO tributary area.

Biological Nutrient Removal

The Ten-Year Capital Strategy provides \$83.3 million for projects to reduce the amount of nitrogen discharged into surrounding waters from WRRFs.

Consent Decree Upgrading and Construction

The Ten-Year Capital Strategy provides \$55.8 million for projects that will address mandates to reduce residual chlorine released into harbor waters from WRRFs.

Plant Component Stabilization

The Ten-Year Capital Strategy provides \$15.1 million to stabilize in-city WRRFs that need system-wide reconstruction to ensure their continued compliance with State permit requirements. This includes \$14.9 million for storm mitigation work at the 26th Ward WRRF.

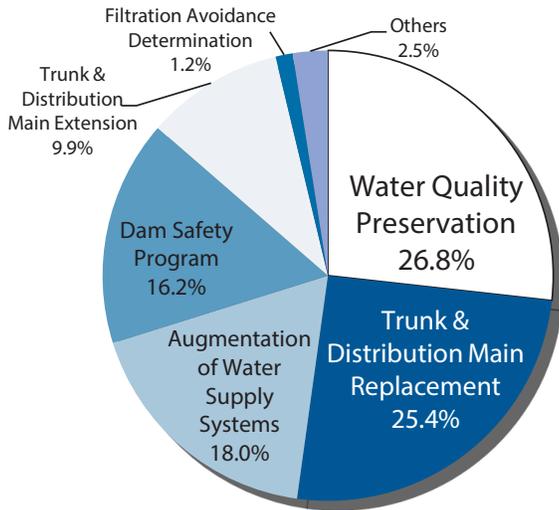
Department of Environmental Protection - Water Pollution Control

Project Type: WP	(\$ in 000's)										Total	
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035		
Biological Nutrient Removal												
City	83,350	0	0	0	0	0	0	0	0	0	0	83,350
Green Infrastructure Program												
City	272,448	93,692	199,639	6,500	26	109,274	26,250	26,922	124,394	20,000		879,145
State	7,000	0	0	0	0	0	0	0	0	0	0	7,000
Consent Decree Upgrading and Construction												
City	27,040	25,786	2,970	0	0	0	0	0	0	0	0	55,796
Plant Upgrading and Reconstruction												
City	1,035,950	1,259,367	1,215,040	1,575,697	767,736	765,138	346,860	367,609	640,758	111,673		8,085,828
Federal	232,862	0	0	0	0	0	0	0	0	0	0	232,862
Plant Component Stabilization												
City	1,519	0	0	0	0	0	0	101	0	0	0	1,620
Federal	13,448	0	0	0	0	0	0	0	0	0	0	13,448
Water Quality Mandates												
City	262,080	656,948	310,637	913,558	676,584	529,062	663,000	580,642	1,764	0	0	4,594,275
Project Type Total by Source of Funds												
City	1,682,387	2,035,793	1,728,286	2,495,755	1,444,346	1,403,474	1,036,110	975,274	766,916	131,673		13,700,014
Federal	246,310	0	0	0	0	0	0	0	0	0	0	246,310
State	7,000	0	0	0	0	0	0	0	0	0	0	7,000
Project Type Total												
All Funds	1,935,697	2,035,793	1,728,286	2,495,755	1,444,346	1,403,474	1,036,110	975,274	766,916	131,673		13,953,324

Department of Environmental Protection - Water Mains, Sources and Treatment

Water Mains, Sources and Treatment

The Ten-Year Capital Strategy provides approximately \$7.0 billion for the protection and upkeep of the city's source water supply and water distribution systems.



(in millions)

- Water Quality Preservation \$1,860.1
- Trunk and Distribution Main Replacement 1,767.3
- Augmentation of Water Supply Systems 1,248.9
- Dam Safety Program 1,127.2
- Trunk and Distribution Main Extension 686.6
- Filtration Avoidance Determination 85.8
- Extensions to Accommodate New Development 75.4
- Croton Filter Project 41.0
- Bluebelt Program 24.9
- Miscellaneous Improvements Upstate 22.3
- Water for the Future Program 12.6

TOTAL \$6,952.1

Water Quality Preservation

The Ten-Year Capital Strategy provides for improvements to the upstate watershed totaling \$1.9 billion, including \$278.3 million for the rehabilitation of the Catskill Aqueduct between the Kensico and Hillview Reservoirs, \$202.0 million for the reconstruction of the New Croton Dam, and \$101.4 million for the inspection and renovation of the Catskill Aqueduct Pressure Tunnels.

Trunk and Distribution Main Replacement

The Ten-Year Capital Strategy provides \$1.8 billion for the replacement of distribution and trunk mains. This includes \$1.2 billion for various state of good repair projects to replace aging water mains. In addition, \$219.4 million will fund projects in partnership with DOT priority programs, including Vision Zero, Great Streets, and Select Bus Service, and \$176.9 million will allow for contracts for emergency responses leading to immediate reconstruction and rehabilitation of water mains.

Augmentation of Water Supply Systems

The Ten-Year Capital Strategy provides \$1.2 billion to increase capacity of the existing water main system. This includes \$630.1 million for general in-city water main rehabilitation and installations, as well as \$381.3 million for trunk water main installations supporting City Tunnel No. 2 shutdown and City Tunnel No. 3 Stage 2 activation.

Dam Safety Program

The Ten-Year Capital Strategy provides \$1.1 billion for reconstruction of dams, bridges, and roadways in the Croton, Catskill, and Delaware Watersheds. This includes \$1.1 billion for the rehabilitation of the Ashokan Reservoir and the Olive Bridge Dam.

Trunk and Distribution Main Extension

The Ten-Year Capital Strategy provides \$686.6 million for the extension of distribution and trunk mains.

Department of Environmental Protection - Water Mains, Sources and Treatment

Filtration Avoidance Determination

The Ten-Year Capital Strategy provides \$85.8 million for the continuation of various Filtration Avoidance Determination (FAD) measures in the upstate watershed, including \$62.3 million for land acquisition and \$5.9 million for stormwater management.

Extensions to Accommodate New Development

The Ten-Year Capital Strategy provides \$75.4 million to continue the program to construct additional segments or extensions of water mains into underserved areas.

Croton Filter Project

The Ten-Year Capital Strategy provides \$41.0 million to complete a filtration plant for the Croton Water Supply System, which commenced operation in 2015.

Bluebelt Program

The Ten-Year Capital Strategy provides \$24.9 million for water main projects associated with the Bluebelt Program, a cost-effective stormwater management system that connects natural drainage corridors, such as streams and wetlands, to conventional storm sewers to reduce local flooding.

Miscellaneous Improvements Upstate

The Ten-Year Capital Strategy provides \$22.3 million for various projects in the city's upstate watersheds.

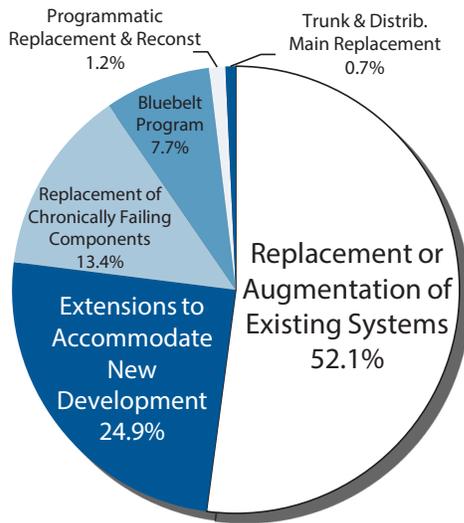
Water for the Future

The Ten-Year Capital Strategy provides \$12.6 million to fund projects associated with the repair and temporary shutdown of the Delaware Aqueduct to address leakage.

Department of Environmental Protection - Water Mains, Sources and Treatment

Project Type: WM	(\$ in 000's)										
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Augmentation of Water Supply Systems											
City	207,956	139,307	135,836	29,936	79,148	28,450	6,987	170,619	12,174	410,950	1,221,363
Private	27,550	0	0	0	0	0	0	0	0	0	27,550
Bluebelt Program											
City	0	7,987	12,168	0	0	0	4,756	0	0	0	24,911
Croton Filter Project											
City	7,993	9,991	0	0	0	3,899	0	30	19,140	0	41,053
Dam Safety Program											
City	0	93,300	57,641	491,052	0	24,300	10,000	190,000	260,947	0	1,127,240
Extensions											
City	248	49,570	24,000	0	0	0	0	1,543	0	0	75,361
Filtration Avoidance Determination											
City	13,953	22,911	11,915	6,500	6,900	6,500	6,500	6,500	4,100	0	85,779
Miscellaneous Improvements Upstate											
City	0	0	0	22,305	0	0	0	0	0	0	22,305
Trunk and Distribution Main Extension											
City	9,410	405	46,009	6,404	79,987	30,395	15,588	69,532	414,052	14,810	686,592
Trunk and Distribution Main Replacement											
City	212,855	214,526	164,352	253,360	190,701	52,985	197,020	130,059	33,247	309,439	1,758,544
Private	8,711	0	0	0	0	0	0	0	0	0	8,711
Water For The Future											
City	0	2,000	0	0	0	0	0	0	10,593	0	12,593
Water Quality Preservation											
City	408,791	131,549	346,358	230,775	100,100	67,000	206,262	82,550	35,418	123,318	1,732,121
State	58,800	0	33,200	36,000	0	0	0	0	0	0	128,000
Project Type Total by Source of Funds											
City	861,206	671,546	798,279	1,040,332	456,836	213,529	447,113	650,833	789,671	858,517	6,787,862
State	58,800	0	33,200	36,000	0	0	0	0	0	0	128,000
Private	36,261	0	0	0	0	0	0	0	0	0	36,261
Project Type Total											
All Funds	956,267	671,546	831,479	1,076,332	456,836	213,529	447,113	650,833	789,671	858,517	6,952,123

Department of Environmental Protection - Sewers



Sewers

The Ten-Year Capital Strategy provides \$8.9 billion to replace existing sewers in areas requiring increased capacity, to extend sewers to unserved or underserved areas, and to replace failing, flawed, or collapsed sewer mains.

(in millions)

• Replacement or Augmentation of Existing Systems	\$4,650.4
• Extensions to Accommodate New Development	2,221.3
• Replacement of Chronically Failing Components	1,198.5
• Bluebelt Program	685.5
• Programmatic Replacement and Reconstruction	104.1
• Trunk and Distribution Main Replacement	66.6
TOTAL	\$8,926.4

Replacement or Augmentation of Existing Systems

The Ten-Year Capital Strategy provides \$4.7 billion to increase capacity of the existing system. This includes \$872.9 million for the buildout of sewers in Southeast Queens to mitigate flooding in the area and \$1.7 billion for various state of good repair upgrades to sewers, citywide.

Extensions to Accommodate New Development

The Ten-Year Capital Strategy provides \$2.2 billion to continue the program to construct additional segments or extensions of sewers into underserved areas. Priority is given to areas that are presently served only by septic systems and sanitary drains and to areas that are experiencing flooding problems because no storm sewers exist.

Replacement of Chronically Failing Components

The Ten-Year Capital Strategy provides \$1.2 billion for the replacement of malfunctioning or collapsed cement pipe combined sewers, including \$787.4 million to fund emergency sewer work across the city and \$60.0 million to fund the Staten Island Seawall Project.

Bluebelt Program

The Ten-Year Capital Strategy provides \$685.5 million for a comprehensive stormwater management plan that reduces local flooding. This includes \$139.4 million for cloudburst initiatives projects, citywide.

Programmatic Replacement and Reconstruction

The Ten-Year Capital Strategy provides \$104.1 million for the construction of storm sewers to alleviate flooding.

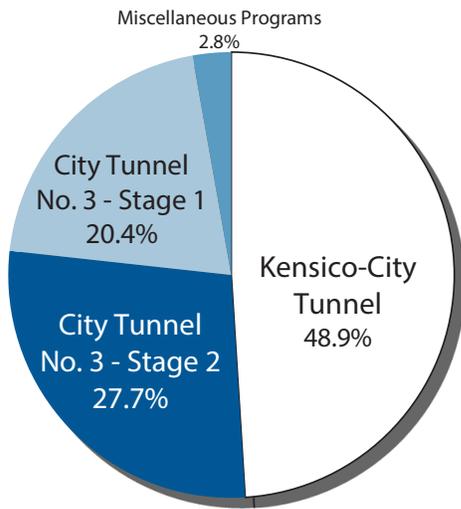
Trunk and Distribution Main Replacement

The Ten-Year Capital Strategy provides \$66.6 million for the replacement and reconstruction of trunk sewers throughout the city.

Department of Environmental Protection - Sewers

Project Type: SE	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Replacement or Augmentation of Existing Systems											
City	414,796	265,056	310,321	411,517	736,187	232,629	348,526	878,187	435,102	616,915	4,649,236
Federal	800	0	0	0	0	0	0	0	0	0	800
Private	402	0	0	0	0	0	0	0	0	0	402
Bluebelt Program											
City	90,550	172,737	134,644	156,500	20,000	52,262	19,828	10,865	0	0	657,386
Federal	4,500	0	23,591	0	0	0	0	0	0	0	28,091
Extensions to Accommodate New Development											
City	16,879	12,925	114,903	14,313	78,204	78,270	198,561	526,560	301,089	879,483	2,221,187
Private	76	0	0	0	0	0	0	0	0	0	76
Programmatic Replacement and Reconstruction											
City	1,353	0	637	0	0	0	0	2,089	50,000	50,000	104,079
Replacement of Chronically Failing Components											
City	158,262	48,016	20,024	124,217	213,544	116,268	142,800	53,204	156,389	165,759	1,198,483
Trunk and Distribution Main Replacement											
City	19,322	10,655	16,363	10,655	9,624	0	0	0	0	0	66,619
Project Type Total by Source of Funds											
City	701,162	509,389	596,892	717,202	1,057,559	479,429	709,715	1,470,905	942,580	1,712,157	8,896,990
Federal	5,300	0	23,591	0	0	0	0	0	0	0	28,891
Private	478	0	0	0	0	0	0	0	0	0	478
Project Type Total											
All Funds	706,940	509,389	620,483	717,202	1,057,559	479,429	709,715	1,470,905	942,580	1,712,157	8,926,359

Department of Environmental Protection - Water Supply



Water Supply

The Ten-Year Capital Strategy provides \$2.2 billion for the construction of the Kensico-Eastview Connection Tunnel, the completion of work on Stage 1, 2, and 3 of City Water Tunnel No. 3, and the modification of chambers at the Hillview Reservoir.

	(in millions)
• Kensico-City Tunnel	\$1,090.7
• City Tunnel No. 3 - Stage 2	617.1
• City Tunnel No. 3 - Stage 1	455.8
• Miscellaneous Programs	62.0
• Water for the Future	5.6
TOTAL	\$2,231.2

Kensico-City Tunnel

The Ten-Year Capital Strategy provides \$1.1 billion for the design and construction of the Kensico-Eastview Connection Tunnel. The Kensico-City Tunnel will connect the Kensico Reservoir to the Catskill/Delaware Ultraviolet Light Facility and provide critical redundancy in the city's water supply system.

City Tunnel No. 3 - Stage 2

The Ten-Year Capital Strategy provides \$617.1 million to complete construction of City Tunnel No. 3 - Stage 2. Completion of the final section of Stage 2, which runs through Brooklyn and Queens, will provide the ability to bypass City Tunnels No. 1 and 2 and allow for inspection and any needed repairs for the first time since they were put into operation.

City Tunnel No. 3 - Stage 1

The Ten-Year Capital Strategy provides \$455.8 million for the rehabilitation of equipment at the Hillview Reservoir.

Miscellaneous Programs

The Ten-Year Capital Strategy provides \$62.0 million to construct conveyance tunnels as part of the water supply system.

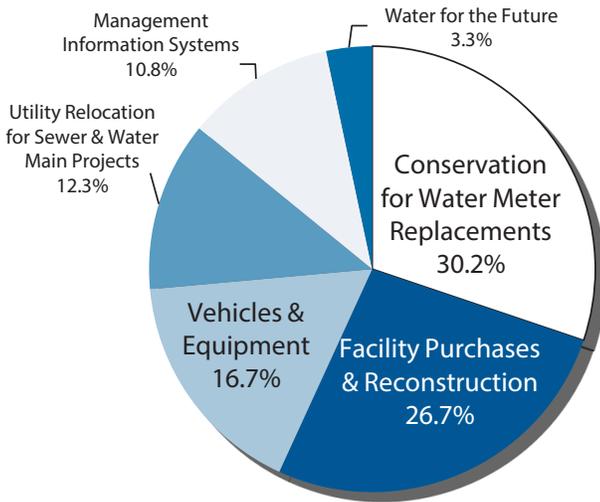
Water for the Future

The Ten-Year Capital Strategy provides \$5.6 million to fund projects associated with the rehabilitation of the Delaware Aqueduct. These projects will augment the city's water supply during the temporary shutdown required for repairs and the connection of a bypass tunnel that will circumvent significant leaks.

Department of Environmental Protection - Water Supply

Project Type: W	(\$ in 000's)											
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total	
Kensico-City Tunnel												
City	75,000	0	556,146	418,714	0	0	0	0	0	40,792	1,090,652	
Miscellaneous Programs												
City	0	0	0	62,000	0	0	0	0	0	0	62,000	
City Tunnel No. 3, Stage 1												
City	50,000	0	0	243,777	0	0	0	0	162,000	0	455,777	
City Tunnel No. 3, Stage 2												
City	71,960	384,390	20,402	1,500	25,000	0	33,000	30,850	25,000	25,000	617,102	
Water For The Future												
City	5,626	0	0	0	0	0	0	0	0	0	5,626	
Project Type Total by Source of Funds												
City	202,586	384,390	576,548	725,991	25,000	0	33,000	30,850	187,000	65,792	2,231,157	
Project Type Total												
All Funds	202,586	384,390	576,548	725,991	25,000	0	33,000	30,850	187,000	65,792	2,231,157	

Department of Environmental Protection - Equipment



Equipment & Miscellaneous Programs

The Ten-Year Capital Strategy provides \$1.2 billion for the following programs: water meter installation and automatic meter reading systems, facility purchases and reconstruction, payments for gas utility line relocation, and equipment purchases, including laboratory instruments, vehicles, and computers.

(in millions)

• Conservation for Water Meter Replacements	\$359.0
• Facility Purchases and Reconstruction	317.1
• Vehicles and Equipment	198.9
• Utility Relocation for Sewer and Water Main Projects	146.6
• Management Information Systems	128.4
• Water for the Future	39.5
TOTAL	\$1,189.5

Conservation for Water Meter Replacements

The Ten-Year Capital Strategy provides \$359.0 million for the installation and replacement of water meters in residential and commercial properties.

Facility Purchases and Reconstruction

The Ten-Year Capital Strategy provides \$317.1 million for the reconstruction and rehabilitation of various water and sewer field operations facilities and DEP administrative offices.

Vehicles and Equipment

The Ten-Year Capital Strategy provides \$198.9 million for the systematic replacement of vehicles and equipment used for water and sewer field operations, plant maintenance, upstate maintenance, and customer service operations.

Utility Relocation for Sewer and Water Main Projects

The Ten-Year Capital Strategy provides \$146.6 million for the city's cost sharing agreement with various gas utilities. The city is required to pay 51% of gas utility relocation work that is impacted by water and sewer construction projects.

Management Information Systems

The Ten-Year Capital Strategy provides \$128.4 million for agency-wide improvements in DEP's management information systems, including \$116.6 million for the installation of a new centralized security system.

Water for the Future

The Ten-Year Capital Strategy provides \$39.5 million for additional water conservation measures in preparation for the repair and temporary shutdown of the Delaware Aqueduct.

Department of Environmental Protection - Equipment

Project Type: EP	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Conservation for Water Meter Replacements City	124,878	44,510	32,689	14,572	9,822	8,104	63,844	31,290	29,290	0	358,999
Management Information Systems City	14,519	4,125	273	17,453	0	62,000	30,000	0	0	0	128,370
Facility Purchases and Reconstruction City	137,132	28,499	36,043	4,819	2,000	22,906	12,000	64,500	6,149	3,095	317,143
Utility Relocation for SE and WM Projects City	13,604	9,362	0	396	13,831	4,129	4,129	4,129	8,258	88,748	146,586
Vehicles and Equipment City	31,996	39,505	31,061	32,522	10,929	12,859	10,000	10,000	10,000	10,000	198,872
Water for the Future City	24,549	0	15,009	0	0	0	0	0	0	0	39,558
Project Type Total by Source of Funds City	346,678	126,001	115,075	69,762	36,582	109,998	119,973	109,919	53,697	101,843	1,189,528
Project Type Total All Funds	346,678	126,001	115,075	69,762	36,582	109,998	119,973	109,919	53,697	101,843	1,189,528
Environmental Protection Total	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Total by Source of Funds											
City	3,794,019	3,727,119	3,815,080	5,049,042	3,020,323	2,206,430	2,345,911	3,237,781	2,739,864	2,869,982	32,805,551
Federal	251,610	0	23,591	0	0	0	0	0	0	0	275,201
State	65,800	0	33,200	36,000	0	0	0	0	0	0	135,000
Private	36,739	0	0	0	0	0	0	0	0	0	36,739
All Funds	4,148,168	3,727,119	3,871,871	5,085,042	3,020,323	2,206,430	2,345,911	3,237,781	2,739,864	2,869,982	33,252,491

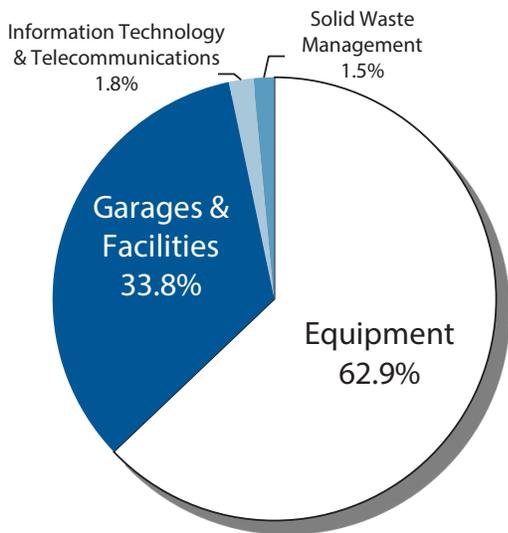
Department of Sanitation

The Department of Sanitation (DSNY) is responsible for keeping the city clean by collecting and disposing of garbage through export; collecting and processing recyclable materials; cleaning the streets of litter, snow, and ice; removing debris from vacant lots; and tagging and removing derelict vehicles. In addition, the Department enforces compliance with the Health and Administrative Codes to prevent illegal dumping and to ensure proper operation of solid waste transfer stations and safe disposal of hazardous, medical, and asbestos waste.

The Department collects approximately 12,000 tons of residential and institutional refuse and recyclables a day. The Department utilizes over 5,400 vehicles for its operations and operates 59 local sanitation garages from which it dispatches all community collection, cleaning, and recycling services.

Capital Program Goals

- To upgrade capital assets and address facilities' needs; and
- To maintain an adequate and reliable fleet.



Ten-Year Capital Strategy

In order to provide adequate collection, cleaning, recycling, and waste export services to New York City and to meet the Department's capital goals, the Ten-Year Capital Strategy responds to projected needs in four primary areas.

	(in millions)
• Equipment	\$2,026.8
• Garages and Facilities	1,089.7
• Information Technology and Telecommunications	57.7
• Solid Waste Management	48.4
TOTAL	\$3,222.6

Equipment

The Ten-Year Capital Strategy provides \$2.0 billion for equipment acquisition. To perform its day-to-day and emergency operations effectively, the Department must maintain an adequate and reliable fleet of vehicles.

Garages and Facilities

The Ten-Year Capital Strategy provides \$1.1 billion for the construction and reconstruction of garages and other facilities. This includes \$487.0 million for construction of a new Bronx 9/10/11 Garage and \$283.1 million for construction of a new Queens 1 Garage. The Strategy also includes funding for the rehabilitation of existing facilities, which include garages, salt sheds, tents, and repair shops, to address safety and condition issues.

Information Technology and Telecommunications

The Ten-Year Capital Strategy provides \$57.7 million for information technology and telecommunications projects. DSNY's information technology and telecommunications infrastructure is vital to the Department's support and management functions.

Solid Waste Management

The Ten-Year Capital Strategy provides \$48.4 million for solid waste management for construction and reconstruction of marine transfer stations, other solid waste infrastructure, composting sites, and related equipment.

Department of Sanitation

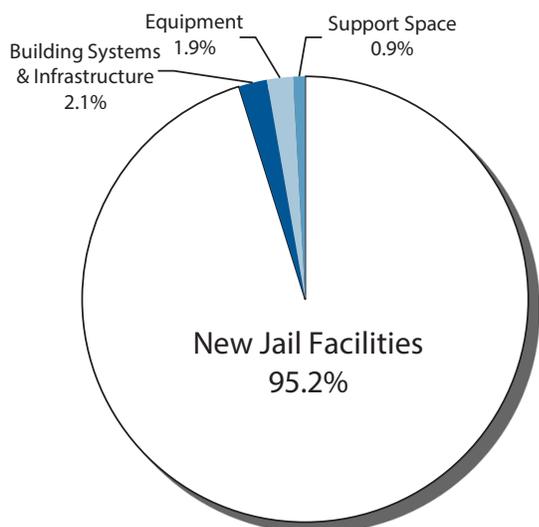
Project Type: S	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Garages and Facilities											
City	55,995	67,231	92,085	173,676	205,780	205,609	204,941	20,054	23,683	24,464	1,073,518
Federal	15,842	0	0	0	0	0	0	0	0	0	15,842
Private	315	0	0	0	0	0	0	0	0	0	315
Equipment											
City	187,490	186,264	180,706	256,093	229,425	234,860	180,925	183,960	190,031	196,302	2,026,056
Federal	711	0	0	0	0	0	0	0	0	0	711
Information Technology and Communications											
City	8,983	3,942	4,491	8,086	5,284	5,284	5,284	5,283	5,457	5,637	57,731
Solid Waste Management											
City	15,954	11,363	2,846	1,796	0	0	2,643	4,555	4,544	4,694	48,395
Project Type Total by Source of Funds											
City	268,422	268,800	280,128	439,651	440,489	445,753	393,793	213,852	223,715	231,097	3,205,700
Federal	16,553	0	0	0	0	0	0	0	0	0	16,553
Private	315	0	0	0	0	0	0	0	0	0	315
Project Type Total											
All Funds	285,290	268,800	280,128	439,651	440,489	445,753	393,793	213,852	223,715	231,097	3,222,568

Department of Correction

The Department of Correction (DOC) provides custody, care, and control of detainees awaiting trial or sentencing, convicted offenders sentenced to one year or less, convicted offenders awaiting transfer to state correctional facilities, state prisoners with court appearances in New York City, and parole violators awaiting parole revocation hearings.

Capital Program Goals

- To ensure capacity is available to meet the security, programmatic, health, and safety needs of the existing and projected population;
- To ensure DOC staff have appropriate facilities, training, and equipment to provide safety and security for staff and people who are incarcerated;
- To ensure support areas provide sufficient space for educational, health, and administrative services and to maintain critical systems;
- To maintain appropriate replacement cycles of vehicles, security equipment, and communication equipment; and
- To maintain infrastructure to ensure the preservation of the physical plant.



Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$12.0 billion to ensure sufficient capacity and support space as well as to upgrade equipment, vehicles, and necessary systems.

	(in millions)
• New Jail Facilities	\$11,418.8
• Equipment	247.2
• Support Space	226.0
• Building Systems and Infrastructure	104.1
TOTAL	\$11,996.1

New Jail Facilities

The Ten-Year Capital Strategy provides \$11.4 billion for the design and construction of new jail facilities.

Equipment

The Ten-Year Capital Strategy provides \$247.2 million for equipment replacement, including \$130.9 million for network and information technology equipment; \$68.2 million for vehicles; \$36.4 million for radio equipment replacement; \$10.5 million for security equipment; and \$1.1 million for other equipment related projects.

Support Space

The Ten-Year Capital Strategy provides \$226.0 million to improve and construct support facilities, including \$225.0 million for a new training academy and \$1.0 million for other support space projects.

Building Systems and Infrastructure

The Ten-Year Capital Strategy provides \$104.1 million for building systems and infrastructure, including \$71.3 million in the miscellaneous project identification; \$19.0 million for the Borough Based Jail Community Center in Queens; \$6.9 million for the upgrading of boilers; \$4.2 million for the rehabilitation of the existing marina; \$1.4 million to replace feed water lines and air conditioning at the power plant; and \$1.3 million for the replacement of electrical distribution panels.

Department of Correction

Project Type: C		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Support Space												
	City	28,771	45,000	152,245	0	0	0	0	0	0	0	226,016
Equipment												
	City	107,839	21,155	23,099	21,702	17,621	15,740	20,000	20,000	0	0	247,156
New Jail Facilities												
	City	2,606,340	2,081,108	3,679,849	1,943,386	1,108,095	0	0	0	0	0	11,418,778
Building Systems and Infrastructure												
	City	12,526	0	0	1,329	0	0	0	90,250	0	0	104,105
Project Type Total by Source of Funds												
	City	2,755,476	2,147,263	3,855,193	1,966,417	1,125,716	15,740	20,000	110,250	0	0	11,996,055
Project Type Total												
	All Funds	2,755,476	2,147,263	3,855,193	1,966,417	1,125,716	15,740	20,000	110,250	0	0	11,996,055

Police Department

The principal mission of the Police Department is to maintain public safety and security, respond to calls for emergency aid, and to conduct investigations of criminal activity.

To achieve its principal mission, the Police Department has 78 precincts categorized into eight patrol boroughs. In addition to the patrol boroughs, there are 12 Transit Districts and nine Police Service Areas. Transit Districts are responsible for the public safety and security of all 27 subway lines and 472 subway stations, and Police Service Areas are responsible for the public safety and security of the New York City Housing Authority's 334 public housing developments. Other specialized units include the Special Operations Division (Emergency Services Unit, Bomb Squad, etc.), and the Intelligence and Counterterrorism Bureau.

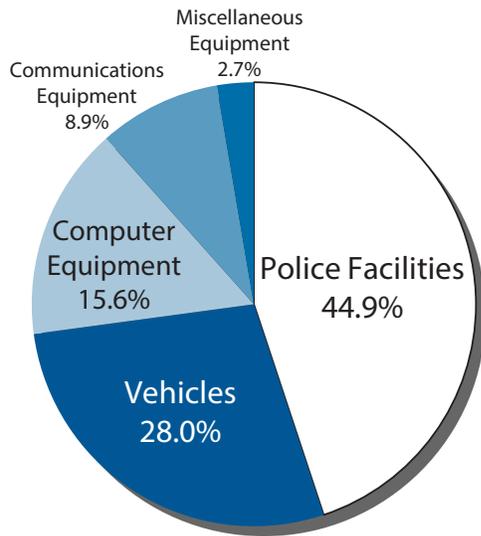
The Police Department also conducts traffic control and parking enforcement through the Traffic Enforcement Division and provides security in NYC's schools through the School Safety Division.

In order to properly carry out operations, the Police Department occupies over 200 facilities including precincts, Transit Districts, Police Service Areas, highway units, anti-crime units, mounted troops, aviation unit, administrative buildings, training, and storage facilities.

Capital Program Goals

- To maintain safe and proper replacement cycles for all equipment necessary for policing activities (vehicles and communications and computer equipment);
- To maintain facilities and building systems; and
- To enhance policing efforts by upgrading and purchasing new equipment.

Police Department



Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$1.3 billion to renovate buildings and upgrade equipment and necessary systems. The five categories in this Strategy focus on the replacement and upgrade of existing facilities and equipment.

	(in millions)
• Police Facilities	\$579.2
• Vehicles	360.5
• Computer Equipment	200.6
• Communications Equipment	114.9
• Miscellaneous Equipment	34.5
TOTAL	\$1,289.7

Police Facilities

The Ten-Year Capital Strategy provides \$579.2 million for general renovations of police facilities, including \$201.0 million for the renovation of the Rodman’s Neck Firearms Training Facility, \$57.1 million for Americans with Disabilities Act (ADA) compliance renovations at NYPD precincts, \$29.7 million for the lifecycle replacement of precinct generators citywide, and \$291.4 million for other facility renovations.

Vehicles

The Department will replace operational and support vehicles, including \$59.8 million for twelve-passenger vans, \$47.9 million for four light twin engine helicopters, \$28.7 million for radio emergency patrol trucks, and \$224.1 million for other vehicles.

Computer Equipment

The Department will replace and upgrade computer equipment, including \$68.1 million to upgrade the NYPD fiber network infrastructure, \$7.7 million for arrest data processing, \$4.5 million for data center refresh, and \$120.3 million for other computer equipment.

Communications Equipment

The Department will focus on maintaining lifecycle replacements for all communications equipment to ensure that members of the Department can communicate with each other as well as other first responders efficiently and effectively. Equipment in this category includes \$28.1 million for radio systems, \$27.1 million for the replacement of portable radios, \$21.0 million for core radio infrastructure upgrades, and \$38.7 million for other communications equipment.

Miscellaneous Equipment

The Ten-Year Capital Strategy also provides \$34.5 million for a diverse range of support equipment including diesel marine engines (\$8.9 million) and other equipment essential to preserving public safety.

Police Department

Project Type: PO		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Communications Equipment												
	City	42,272	2,399	175	0	14,602	12,743	11,310	11,310	5,075	15,000	114,886
Computer Equipment												
	City	25,548	3,510	0	9,873	26,117	25,887	35,173	32,484	19,000	23,000	200,592
Miscellaneous Equipment												
	City	5,363	690	687	4,064	15,068	4,352	2,406	178	600	1,100	34,508
Police Facilities												
	City	167,130	135,489	111,534	36,965	22,760	16,555	7,304	13,603	24,766	35,000	571,106
	Federal	8,082	0	0	0	0	0	0	0	0	0	8,082
Vehicles												
	City	62,912	0	102	18,321	31,498	40,580	51,700	52,601	53,445	49,390	360,549
Project Type Total by Source of Funds												
	City	303,225	142,088	112,498	69,223	110,045	100,117	107,893	110,176	102,886	123,490	1,281,641
	Federal	8,082	0	0	0	0	0	0	0	0	0	8,082
Project Type Total												
	All Funds	311,307	142,088	112,498	69,223	110,045	100,117	107,893	110,176	102,886	123,490	1,289,723

Courts

Pursuant to New York State Law, localities are responsible for the provision of adequate and sufficient court facilities. To comply with this mandate, New York City is required to submit a court facilities capital plan to the state for approval. Periodically the plan is amended to reflect changes in priorities and affordability.

Capital Program Goals

- To construct new court facilities that meet the needs of the court system; and
- To reconstruct and renovate existing court facilities to ensure continued usefulness.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$2.8 billion to renovate and upgrade court facilities in all five boroughs.

(in millions)

• Construction/Renovation of Court Facilities	\$2,774.6
TOTAL	\$2,774.6

Construction/Renovation of Court Facilities

The Ten-Year Capital Strategy provides \$2.8 billion for citywide renovation and improvements to court facilities. This includes \$2.2 billion for infrastructure and operational improvements; \$234.7 million for exterior renovations; \$217.9 million for fire/life safety work; \$61.7 million for elevator upgrades; and \$50.3 million for HVAC improvements.

Courts

Project Type: CO		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Construction of New Court Facilities												
	City	197,137	0	0	6,754	0	0	0	0	0	0	203,891
Reconstruction/Renovation of Court Facilities												
	City	152,497	95,105	112,602	228,234	591,438	265,600	306,562	255,162	267,602	275,608	2,550,410
	State	3,870	0	16,475	0	0	0	0	0	0	0	20,345
Project Type Total by Source of Funds												
	City	349,634	95,105	112,602	234,988	591,438	265,600	306,562	255,162	267,602	275,608	2,754,301
	State	3,870	0	16,475	0	0	0	0	0	0	0	20,345
Project Type Total												
	All Funds	353,504	95,105	129,077	234,988	591,438	265,600	306,562	255,162	267,602	275,608	2,774,646

Fire Department

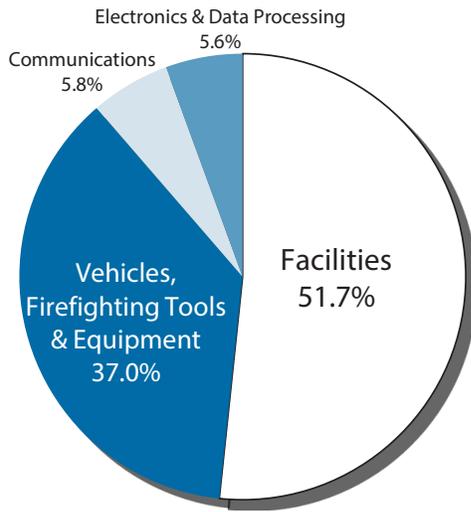
The Fire Department is responsible for protecting the lives and property of the people of New York City while responding to fire, medical, and other emergencies, and investigating building hazards. The Fire Department extinguishes fires, promotes fire prevention awareness, investigates suspicious fires, provides ambulance and medical emergency services, and conducts building safety inspections. The Department currently has 357 fire units that provide fire, rescue, and emergency medical services. The agency also promotes fire prevention through public outreach and enforcement of New York City's Fire Code. The Department's Fire Marshals investigate fires and apprehend arsonists. The Bureau of Emergency Medical Services (EMS), assisted by the Certified First Responder (CFR) trained personnel responding from engine companies, provides pre-hospital emergency medical care and ambulance transport, where required.

To support these activities, the Department has 218 firehouses, 37 EMS stations, and about 40 support facilities including Department headquarters, training academies at Randall's Island and Fort Totten, repair operations facilities, communications offices, and fire investigation bases.

Capital Program Goals

- To ensure emergency equipment is in optimal service condition;
- To maintain the Department's facilities in safe condition; and
- To enhance emergency response capability.

Fire Department



Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$1.8 billion for the acquisition of emergency vehicles and firefighting equipment, the construction and rehabilitation of facilities, and communication and computer systems to maintain fire-fighting capability and to provide emergency medical assistance.

	(in millions)
• Facilities	\$940.3
• Vehicles, Firefighting Tools and Equipment	673.2
• Communications	104.9
• Electronics and Data Processing	101.5
TOTAL	\$1,819.9

Facilities

The Ten-Year Capital Strategy includes \$940.3 million for the construction and rehabilitation of firehouses, EMS stations, and support facilities, including renovation of building components such as boilers, electrical systems, kitchens, roofs, bathrooms, waterproofing, apparatus doors, floors, and windows.

Vehicles, Firefighting Tools, and Equipment

The Department is mandated to procure front-line vehicles on a predetermined replacement cycle. The Ten-Year Capital Strategy provides \$673.2 million for both mandated and support vehicle replacement and necessary fire-fighting tools and equipment.

Communications

The Ten-Year Capital Strategy provides \$104.9 million for replacement of radios and other communications equipment.

Electronic Data Processing

The Ten-Year Capital Strategy provides \$101.5 million for the replacement and upgrade of information technology equipment and systems.

Fire Department

Project Type: F	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Communications											
City	13,495	500	2,333	10,702	6,000	6,245	12,500	18,738	5,000	5,000	80,513
Federal	24,405	0	0	0	0	0	0	0	0	0	24,405
Electronics and Data Processing											
City	10,232	6,242	6,965	8,662	17,000	13,382	11,000	12,000	10,000	6,000	101,483
New Facilities and Renovations											
City	162,229	100,092	122,739	117,636	144,837	108,276	70,920	78,820	20,000	12,000	937,549
Federal	2,779	0	0	0	0	0	0	0	0	0	2,779
Vehicles, Firefighting Tools and Equipment											
City	74,846	24,808	28,790	42,320	64,455	80,345	55,759	73,365	105,904	122,554	673,146
Project Type Total by Source of Funds											
City	260,802	131,642	160,827	179,320	232,292	208,248	150,179	182,923	140,904	145,554	1,792,691
Federal	27,184	0	0	0	0	0	0	0	0	0	27,184
Project Type Total											
All Funds	287,986	131,642	160,827	179,320	232,292	208,248	150,179	182,923	140,904	145,554	1,819,875

Department of Education

The New York City public school system, with more than 1,400 public school buildings and support facilities (including city-owned space and leased facilities), will serve approximately one million pupils in the 2024-2025 school year. This vast operation has a complex mandate: to impart basic educational skills and vocational training; to provide pupils with meals, health services, and recreation; to provide special educational services to students with disabilities; and to function as a focal point in the city's neighborhoods.

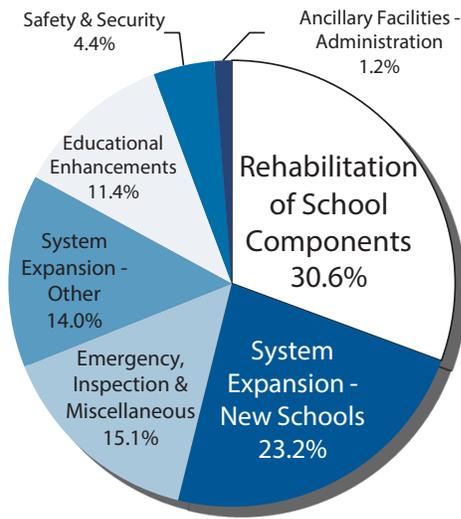
Since July 1989, the School Construction Authority (SCA) has been responsible for acquiring new school sites, and for the design and construction of capital projects. The legislation that established the SCA exempted the Department of Education (DOE) and the Authority from the city's line-by-line annual Capital Budget. Instead, the city provides a five-year lump-sum allocation for education capital expenditures, and the DOE determines how the funds will be used, subject to scope approval by the city. The Ten-Year Capital Strategy determines the funding levels available to the Department.

The capital program's primary objectives are to improve and enhance the existing school buildings and provide additional capacity where there is an identified need.

Capital Program Goals

- To reduce class size ensuring compliance with state mandates;
- To relieve overcrowding;
- To expand capacity by building new schools;
- To restore existing school buildings to a state of good repair and maintain facilities;
- To guarantee safety and security within schools in order to provide a safe learning environment;
- To provide state-of-the-art technology;
- To increase access to school buildings for students with mobility impairments and other physical disabilities;
- To continue the removal of all of the Transportable Classroom Units (TCUs) across the city;
- To enhance unique and innovative instructional spaces;
- To better the well being of students by improving the conditions of cafeterias;
- To produce a school system that meets all building and fire code requirements and brings the DOE into compliance with federal, state, and local mandates; and
- To transition NYC schools to reduce carbon footprint and create energy-efficient educational infrastructure.

Department of Education



Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides the Department with a lump-sum allocation of \$23.8 billion to spend on school-related capital projects. Funding is distributed across seven broad categories of capital work in the following manner:

	(in millions)
• Rehabilitation of School Components	\$7,287.4
• System Expansion - New Schools	5,529.6
• Emergency, Inspection, and Miscellaneous	3,586.0
• System Expansion - Other	3,329.1
• Educational Enhancements	2,710.0
• Safety and Security	1,054.3
• Ancillary Facilities - Administration	296.8
TOTAL	\$23,793.2

Rehabilitation of School Components

The Ten-Year Capital Strategy includes \$7.3 billion to rehabilitate, replace, and upgrade building components. The Department will use funds to maintain and improve roofs, parapets, exterior masonry, windows, classrooms, cafeterias, bathrooms, auditoriums, playgrounds, athletic fields, and gymnasiums.

System Expansion

To address class-size reduction, overcrowding, and projected enrollment growth in public schools, the Ten-Year Capital Strategy allocates \$8.8 billion for system expansion, including \$5.5 billion to support the construction of new school buildings and an additional \$3.3 billion is allocated for the build-out of leased space, building additions, site acquisitions, early learn, and new playgrounds.

Emergency, Inspection and Miscellaneous

The Ten-Year Capital Strategy allocates \$3.6 billion for other miscellaneous capital improvements, including federally funded disaster relief, administrative costs, emergency projects, research and development, and prior plan completion costs.

Educational Enhancements

The Ten-Year Capital Strategy includes \$2.7 billion for capital improvements associated with improving learning conditions by funding state-of-the-art technology enhancements, upgrades to dynamic and innovative learning spaces, and other necessary improvements.

Safety and Security

The Ten-Year Capital Strategy includes \$1.1 billion for security systems, emergency lighting, and code compliance.

Ancillary Facilities - Administration

The Ten-Year Capital Strategy includes \$296.8 million for administrative support.

Department of Education

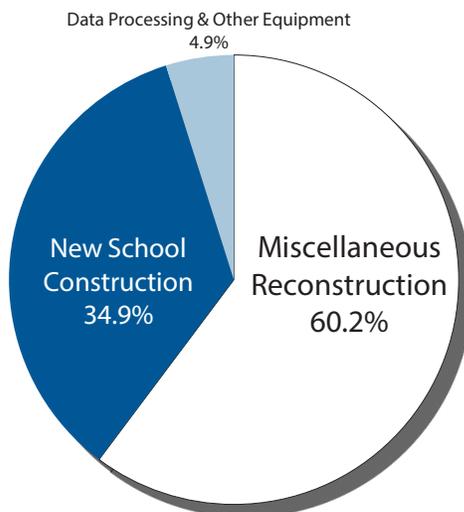
Project Type: E	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Ancillary Facilities (Administration) City	80,000	40,000	40,000	40,000	16,189	16,293	16,693	17,226	14,959	15,452	296,812
Emergency, Inspection and Miscellaneous City	774,502	566,130	467,030	415,780	204,948	206,265	211,335	218,083	256,725	265,197	3,585,995
Educational Enhancements City	651,620	496,000	526,000	527,990	33,069	33,282	34,100	35,189	183,351	189,402	2,710,003
Rehabilitation of School Components City	1,285,990	1,064,050	988,020	1,131,070	475,982	479,041	490,818	506,491	425,947	440,004	7,287,413
Safety and Security City	143,660	74,550	74,550	74,170	152,772	153,755	157,535	162,565	29,871	30,857	1,054,285
System Expansion (New Schools) City	1,050,890	1,304,840	1,067,790	499,860	232,872	234,368	240,129	247,798	320,226	330,793	5,529,566
System Expansion (Other) City	239,660	454,430	836,610	711,130	173,059	174,171	178,452	184,151	185,684	191,811	3,329,158
Project Type Total by Source of Funds City	4,226,322	4,000,000	4,000,000	3,400,000	1,288,891	1,297,175	1,329,062	1,371,503	1,416,763	1,463,516	23,793,232
Project Type Total All Funds	4,226,322	4,000,000	4,000,000	3,400,000	1,288,891	1,297,175	1,329,062	1,371,503	1,416,763	1,463,516	23,793,232

City University

New York City’s intellectual resources are unmatched by those of any other city in the country. The City University of New York (CUNY), with a 2024 Fall semester enrollment of over 230,000 students, primarily serves city residents; however, it also attracts students from all over the world. Divided into colleges and graduate schools, CUNY facilities are distributed throughout the five boroughs and range in curricula from liberal arts to law and medicine. CUNY operates 25 institutions in the city and is comprised of eleven senior colleges, seven community colleges, an honors college, a school of public health, a graduate school, a graduate school of journalism, a law school, a school of professional studies, and a school of labor and urban studies.

Capital Program Goals

- Rehabilitate and upgrade existing facilities;
- Strengthen fire protection, life safety, and health facilities on the campuses;
- Provide accessibility for the physically disabled; and
- Modernize campus plants to increase efficiency.



Ten-Year Capital Strategy

The Ten-Year Capital Strategy for CUNY totals \$1.4 billion. The city funds its share of the University’s large construction projects through its Ten-Year Capital Strategy. The State of New York funds a majority of the work associated with the senior colleges. The community college projects are funded jointly by the city and the state. In some cases, the city also independently funds some senior and community college-related work.

In this Ten-Year Capital Strategy, CUNY emphasizes critical rehabilitation, including the betterment of electrical, mechanical, heating, ventilation, and air-conditioning systems; interiors and exteriors of buildings, roofs and windows; security systems; and access for the disabled. CUNY will also emphasize providing safe and healthy learning environments.

	(in millions)
• Miscellaneous Reconstruction	\$821.4
• New School Construction	475.7
• Data Processing and Other Equipment	66.6
TOTAL	\$1,363.7

Miscellaneous Reconstruction

The Ten-Year Capital Strategy provides \$821.4 million for the replacement or rehabilitation of roofs, windows, elevators, replacement/upgrades to building systems, and exterior/interior renovations. Of the total amount, \$51.0 million will support HVAC projects at LaGuardia, Kingsborough, Bronx, and Queensborough Community Colleges. Additionally, \$24.3 million will support the Center 3 infrastructure project at LaGuardia Community College, and \$9.9 million will support Health and safety projects at community colleges.

New School Construction

The Ten-Year Capital Strategy provides \$475.7 million for the construction of new school buildings, including \$447.9 million to support the redevelopment of the Brookdale Campus.

Data Processing and Other Equipment

The Ten-Year Capital Strategy provides \$66.6 million for the purchase of computer, laboratory, and other equipment.

City University

Project Type: HN		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Data Processing and Other Equipment												
	City	29,298	17,358	18,619	1,238	117	0	0	0	0	0	66,630
New School Construction												
	City	95,468	101,858	125,856	130,000	13,900	3,800	2,436	2,332	0	0	475,650
Miscellaneous Reconstruction												
	City	166,904	96,662	110,663	21,168	37,045	63,452	76,251	78,791	83,800	86,565	821,301
	State	0	0	0	0	0	129	0	0	0	0	129
Project Type Total by Source of Funds												
	City	291,670	215,878	255,138	152,406	51,062	67,252	78,687	81,123	83,800	86,565	1,363,581
	State	0	0	0	0	0	129	0	0	0	0	129
Project Type Total												
	All Funds	291,670	215,878	255,138	152,406	51,062	67,381	78,687	81,123	83,800	86,565	1,363,710

Department of Health and Mental Hygiene

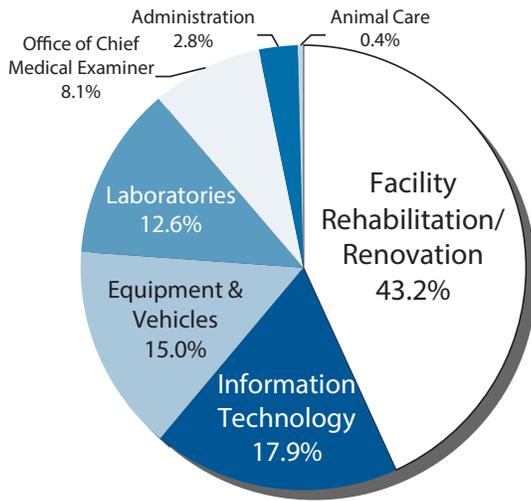
The Department of Health and Mental Hygiene (DOHMH) is an integral component of public safety by preserving core public health infrastructure and protecting New Yorkers from existing and emerging threats, both natural and human-made. DOHMH currently maintains public health facilities in all five boroughs and operates the Public Health Laboratory. Community-based services are provided through District Public Health Offices, immunization clinics, tuberculosis test centers, and sexually transmitted disease clinics. DOHMH provides HIV/AIDS prevention and support services; health services at schools; mental health, developmental disability services, chemical dependency prevention and treatment, and counseling services; early intervention services to developmentally delayed infants and toddlers; and prevention and control services that address non-communicable diseases, such as heart disease, tobacco dependency, cancer, and diabetes. DOHMH also issues reports on health conditions and community health assessments, as well as birth and death certificates; investigates and eliminates environmental health hazards, such as pests and lead poisoning; and inspects restaurants and day care facilities. DOHMH inspects all food service establishments in NYC, including food carts, workplace cafeterias, school lunchrooms, fast food and sit-down restaurants. The Department also plays an important role in animal care and control, specifically in funding their capital improvement needs.

The Department's Ten-Year Capital Strategy includes funds for the Office of Chief Medical Examiner (OCME). OCME investigates all deaths in New York City occurring from criminal violence, by accident, by suicide, suddenly when in apparent health, or in any unusual or suspicious manner.

Capital Program Goals

- To ensure that Department facilities are in compliance with applicable codes, rules, and regulations;
- To promote effective service delivery by renovating facilities requiring immediate repair and maintaining quality conditions in these facilities;
- To provide effective service delivery by investing in technology for automation and basic infrastructure; and
- To meet legal mandates for animal care and control.

Department of Health and Mental Hygiene



Ten-Year Capital Strategy

The focus of the Ten-Year Capital Strategy is to identify, prioritize, and support immediate needs for code compliance, other renovations at the city’s public health facilities, and technology investments that are essential in providing critical public health services.

	(in millions)
• Facility Rehabilitation/Renovation	\$261.9
• Information Technology	108.8
• Equipment and Vehicles	91.2
• Laboratories	76.5
• Office of Chief Medical Examiner	48.9
• Administration	17.0
• Animal Care	2.4
TOTAL	\$606.7

Laboratories and Public Health Facilities

The Ten-Year Capital Strategy provides \$261.9 million for the renovation of various city-owned public health facilities. Funding of \$76.5 million is provided for laboratory improvement and renovation. The Ten-Year Capital Strategy reflects a commitment to assessing, maintaining, and improving conditions throughout the agency’s facilities portfolio.

Information Technology and Administration

The Ten-Year Capital Strategy provides \$108.8 million to purchase technology to maintain and improve services. The Ten-Year Capital Strategy also provides \$17.0 million for costs related to administration.

Equipment and Vehicles

Funding of \$91.2 million is provided in the Ten-Year Capital Strategy for the purchase of equipment and vehicles to maintain and improve public health services.

Office of Chief Medical Examiner

The Ten-Year Capital Strategy provides \$48.9 million for OCME projects, including physical security improvements, IT upgrades, and laboratory equipment.

Animal Care

Funding of \$2.4 million is provided in the Ten-Year Capital Strategy to improve animal welfare. This includes initial outfitting for upgrades to the Brooklyn and Manhattan animal care centers, and other animal welfare investments.

Department of Health and Mental Hygiene

Project Type: HL		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Administration												
	City	17,018	0	0	0	0	0	0	0	0	0	17,018
Animal Care												
	City	1,116	283	1,000	0	0	0	0	0	0	0	2,399
OCME												
	City	16,503	7,889	3,237	6,586	14,000	637	0	0	0	0	48,852
Information Technology												
	City	11,436	4,874	102	10,847	15,051	20,524	16,910	16,910	0	0	96,654
	State	1,643	603	13	1,341	1,870	2,526	2,090	2,090	0	0	12,176
Equipment and Vehicles												
	City	34,706	8,465	3,366	39,839	0	2,501	0	0	0	0	88,877
	State	1,100	0	0	880	0	311	0	0	0	0	2,291
Laboratories												
	City	54,460	0	0	0	22,000	0	0	0	0	0	76,460
Clinic Renovation and Rehabilitation												
	City	48,373	46,148	48,524	5,572	0	664	15,938	15,112	40,137	41,461	261,929
Project Type Total by Source of Funds												
	City	183,612	67,659	56,229	62,844	51,051	24,326	32,848	32,022	40,137	41,461	592,189
	State	2,743	603	13	2,221	1,870	2,837	2,090	2,090	0	0	14,467
Project Type Total												
	All Funds	186,355	68,262	56,242	65,065	52,921	27,163	34,938	34,112	40,137	41,461	606,656

Health + Hospitals

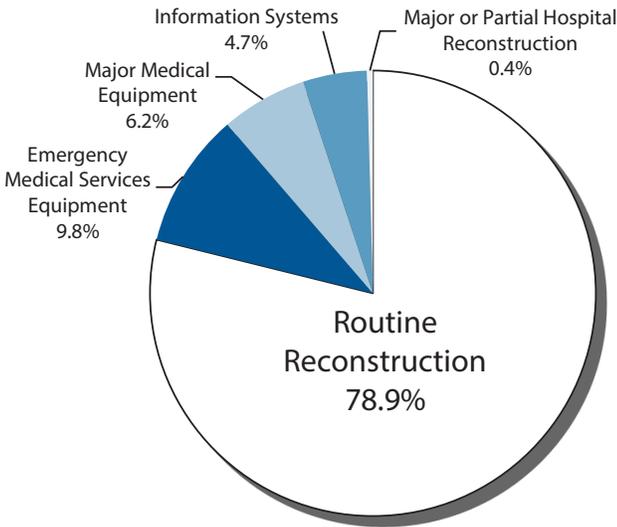
Health + Hospitals (H+H) was established in 1969 as the successor to the former Department of Hospitals to provide greater flexibility in the operation of the municipal hospital system. H+H operates 11 acute care hospitals, five long-term care facilities, a certified home health care agency, and over 30 patient care community health centers (Gotham Health), throughout the five boroughs. Through its wholly owned subsidiary, MetroPlus, H+H operates a health plan which has approximately 685,000 Medicaid, Medicare, Child Health Plus, Family Health Plus, HIV Special Needs Plan, and Qualified Health Plan enrollees.

Capital Program Goals

Health + Hospitals is continuing to modernize many of its hospitals and facilities across the city with \$4.0 billion in the current capital plan. This Ten-Year Capital Strategy includes projects to address the following:

- IT Infrastructure and security upgrades & continual adoption of new Electronic Medical Records (EMR) and revenue cycle management features;
- Satisfying regulatory requirements and/or correct code deficiencies such as Local Law 11 façade work, fire alarms and sprinkler systems, and 797/800 pharmacies;
- Rehabilitating building infrastructure and implementing state of good repair/ life safety projects throughout hospitals and facilities to improve safety, patient comfort, and operations;
- Replacement of medical equipment;
- Establishment of primary care clinics in underserved areas;
- Establishment of outposted therapeutic units;
- Replacement of aging ambulance fleet for the FDNY/EMS;
- Progressing toward our decarbonization program goal to achieve 50% emissions reduction by 2030 and 80% emissions by 2050 in alignment with Local law 97 and potentially achieve net zero emissions reduction by 2050; and
- Completing, continuing, and initiating our resiliency projects related to FEMA program across four facilities.

Health + Hospitals



Ten-Year Capital Strategy

The Ten-Year Capital Strategy for Health + Hospitals focuses on the improvement of facilities to comply with regulatory requirements and to address patient satisfaction, market demands, and community health care needs.

	(in millions)
• Routine Reconstruction	\$3,121.8
• Emergency Medical Services Equipment	388.4
• Major Medical Equipment	246.6
• Information Systems	184.4
• Major or Partial Hospital Reconstruction	16.8
TOTAL	\$3,958.0

Routine Reconstruction

The Ten-Year Capital Strategy provides \$717.8 million for the reconstruction of Hurricane Sandy related damage and mitigation work. H+H is also making a \$495.6 million investment in the build out of outposted therapeutic units in this plan.

Emergency Medical Services Equipment

The Ten-Year Capital Strategy provides \$388.4 million for the purchase of FDNY/EMS ambulances.

Major Medical Equipment

The Ten-Year Capital Strategy includes \$246.6 million for the purchase of a variety of medical equipment.

Information Technology Systems

The Ten-Year Capital Strategy provides \$184.4 million for the replacement of the revenue cycle management and the electronic medical record systems, as well as the implementation of other major IT projects such as cybersecurity and nurse call systems.

Major of Partial Hospital Reconstruction

The Ten-Year Capital Strategy includes \$16.8 million for major or partial hospital reconstruction, including the completion of an Ambulatory Care Pavilion at Queens Hospital Center, the construction of the Emergency Department Ambulance Bay at Bellevue Hospital, and the construction of a parking facility at Harlem Hospital.

Health + Hospitals

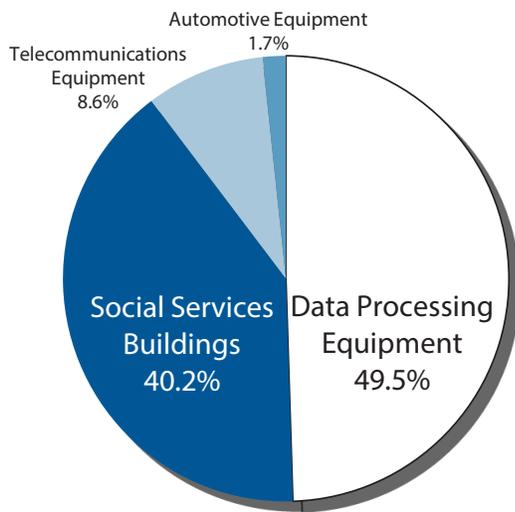
Project Type: HO	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Information Systems											
City	34,401	30,886	10,405	16,856	29,843	16,013	9,505	6,000	7,720	22,720	184,349
Emergency Medical Services Equipment											
City	58,724	14,796	40,076	34,816	23,773	23,773	23,773	54,417	56,213	58,068	388,429
Major Medical Equipment											
City	30,289	22,687	37,606	1,825	46,633	34,697	11,622	18,641	14,377	28,240	246,617
Major or Partial Hospital Reconstruction											
City	14,804	0	0	0	1,994	0	29	0	0	0	16,827
Routine Reconstruction											
City	563,187	485,780	151,166	90,975	176,276	132,108	191,313	226,655	211,717	242,079	2,471,256
Federal	650,542	0	0	0	0	0	0	0	0	0	650,542
Project Type Total by Source of Funds											
City	701,405	554,149	239,253	144,472	278,519	206,591	236,242	305,713	290,027	351,107	3,307,478
Federal	650,542	0	0	0	0	0	0	0	0	0	650,542
Project Type Total											
All Funds	1,351,947	554,149	239,253	144,472	278,519	206,591	236,242	305,713	290,027	351,107	3,958,020

Human Resources Administration

The Department of Social Services (DSS)/ Human Resources Administration (HRA) provides a range of programs and services that help families and individuals achieve self-sufficiency. Eligible participants receive Cash Assistance, Medical Assistance, Supplemental Nutrition Benefits (Food Stamps), and employment and support services. HRA also provides shelter, housing, homecare, and other support services to domestic violence survivors, people living with HIV/AIDS, and vulnerable or elderly adults.

Capital Program Goals

- Maintain, renovate, and improve social service facilities throughout the city;
- Enhance the Department’s computer network infrastructure for the continued development of connectivity between and among DSS facilities and service providers; and
- Upgrade, maintain, and acquire telecommunications and information systems equipment to improve Department operations.



Ten-Year Capital Strategy

A primary focus of the Ten-Year Capital Strategy is to improve employee productivity and the delivery of client services through implementation and support of expanded benefits access. The Strategy includes technological upgrades to HRA offices serving the public, as well as routine upgrades of computers, printers, and server systems to meet the needs of the Department’s many programs and services. Additionally, HRA will continue to maintain, upgrade, and operate its locations throughout New York City.

	(in millions)
• Data Processing Equipment	\$214.8
• Social Services Buildings	174.4
• Telecommunications Equipment	37.4
• Automotive Equipment	7.3
TOTAL	\$433.9

Data Processing Equipment

The Ten-Year Capital Strategy provides \$214.8 million for maintenance and upgrade of data processing equipment including computer, printers, and software to improve performance, security, and HRA staff productivity.

Social Services Buildings

The Ten-Year Capital Strategy provides \$174.4 million for improvements to maintain the structural integrity of HRA’s facilities, including compliance with building fire and safety standards, necessary improvements for HVAC, masonry, roofing, electrical, and plumbing work.

Telecommunications Equipment

The Ten-Year Capital Strategy provides \$37.4 million to improve connectivity among agency personnel and contract service providers. This includes support systems for expanded mobile benefits access, updates to an extensive network of servers and data storage systems, and routine replacement of workstation equipment.

Automotive Equipment

The Ten-Year Capital Strategy provides \$7.3 million to replace vans and trucks utilized in both programmatic support and agency internal operations.

Human Resources Administration

Project Type: HR		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Telecommunications Equipment												
	City	6,834	749	0	0	9,798	496	0	4,137	4,344	4,474	30,832
	Federal	3,670	504	0	0	0	0	0	0	0	0	4,174
	State	2,151	275	0	0	0	0	0	0	0	0	2,426
Data Processing Equipment												
	City	40,626	32,850	17,692	4,005	9,988	20,836	1,086	3,686	6,556	6,771	144,096
	Federal	18,193	8,919	8,409	875	5,200	560	573	602	630	659	44,620
	State	10,466	5,253	4,961	521	3,098	334	341	358	376	393	26,101
Social Services Buildings												
	City	54,789	20,688	14,387	23,369	9,689	3,663	0	5,965	0	0	132,550
	Federal	10,371	7,206	4,926	1,015	3,104	994	0	0	0	0	27,616
	State	5,552	3,745	2,382	595	1,485	475	0	0	0	0	14,234
Automotive Equipment												
	City	1,487	246	351	556	364	379	433	450	0	0	4,266
	Federal	243	166	236	236	245	255	291	303	0	0	1,975
	State	132	91	129	129	134	139	159	165	0	0	1,078
Project Type Total by Source of Funds												
	City	103,736	54,533	32,430	27,930	29,839	25,374	1,519	14,238	10,900	11,245	311,744
	Federal	32,477	16,795	13,571	2,126	8,549	1,809	864	905	630	659	78,385
	State	18,301	9,364	7,472	1,245	4,717	948	500	523	376	393	43,839
Project Type Total												
	All Funds	154,514	80,692	53,473	31,301	43,105	28,131	2,883	15,666	11,906	12,297	433,968

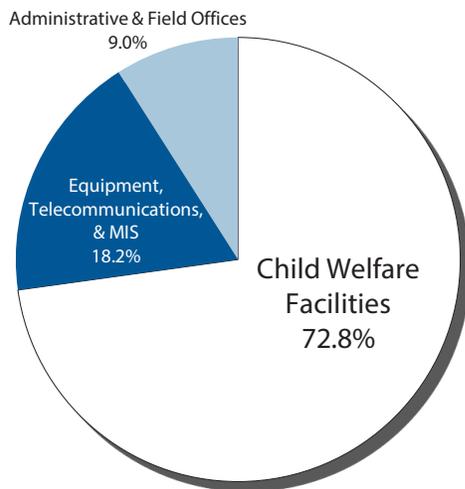
Administration for Children’s Services

The Administration for Children’s Services (ACS) provides services to protect and advance the interests of New York City’s children. ACS investigates allegations of abuse and neglect, provides preventive services, and when necessary, foster care and adoption services. Services also include subsidized childcare as well as detention services to juveniles remanded to ACS custody by the courts.

The Agency is responsible for facilities including the ACS Children’s Center, secure and non-secure detention facilities, and a network of program field offices and administrative sites.

Capital Program Goals

- Renovate juvenile detention and placement facilities;
- Upgrade children’s service facilities to serve vulnerable families and children;
- Upgrade telecommunications, computer technology, and data management systems; and
- Upgrade field and central office facilities.



Ten-Year Capital Strategy

The primary focus of the Ten-Year Capital Strategy is to improve the infrastructure of ACS facilities and to improve the agency’s management information systems. Major projects include the renovation of field offices, upgrades to the agency computer network and data management systems, and renovations for juvenile detention facilities.

	(in millions)
• Child Welfare Facilities	\$337.3
• Equipment, Telecommunications, and MIS	84.2
• Administrative and Field Offices	41.8
TOTAL	\$463.3

Child Welfare Facilities

The Ten-Year Capital Strategy provides \$337.3 million for the renovation of child welfare facilities, including juvenile detention facilities.

Equipment, Telecommunications, and MIS

The Ten-Year Capital Strategy provides \$84.2 million for information technology and telecommunications.

Administrative and Field Offices

The Ten-Year Capital Strategy provides \$41.8 million for the construction and renovation of central and field offices.

Children's Services

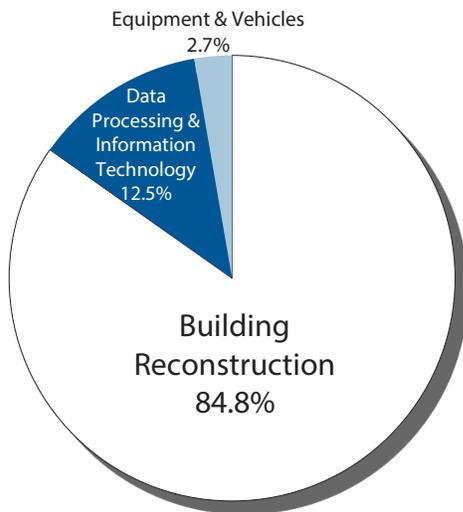
Project Type: CS		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Child Welfare Facilities												
	City	98,580	100,635	33,210	30,870	17,389	16,817	13,611	14,860	773	0	326,745
	Federal	683	2,275	0	0	1	0	0	0	0	0	2,959
	State	2,117	5,402	0	0	9	0	0	0	0	0	7,528
Equipment												
	City	40,090	1,216	262	1,003	4,808	0	0	0	3,539	0	50,918
	Federal	7,488	148	99	0	965	0	0	0	280	0	8,980
	State	20,187	337	190	0	2,434	0	0	0	1,180	0	24,328
Social Service Buildings												
	City	1,481	0	0	0	10,466	9,960	1,205	550	9,118	5,957	38,737
	Federal	250	0	0	0	204	78	0	239	0	0	771
	State	1,020	0	0	0	494	200	0	579	0	0	2,293
Project Type Total by Source of Funds												
	City	140,151	101,851	33,472	31,873	32,663	26,777	14,816	15,410	13,430	5,957	416,400
	Federal	8,421	2,423	99	0	1,170	78	0	239	280	0	12,710
	State	23,324	5,739	190	0	2,937	200	0	579	1,180	0	34,149
Project Type Total												
	All Funds	171,896	110,013	33,761	31,873	36,770	27,055	14,816	16,228	14,890	5,957	463,259

Department For The Aging

The Department for the Aging (DFTA) administers a wide range of programs that enable older adults to maintain their independence and improve their quality of life. Services include congregate and home delivered meals, home care, employment counseling and placement, social and legal services, health promotion activities, transportation, caregiver services, and emergency preparedness. The Department also serves as an advocate for the city's elderly population through legislative activity and public policy initiatives.

Capital Program Goals

- Rehabilitation of existing facilities that provide services for older adults;
- Targeted improvements to senior centers throughout the city;
- Agency renovations; and
- Information technology upgrades.



Ten-Year Capital Strategy

The Ten-Year Capital Strategy totals \$73.6 million. The Department's primary objectives for senior center improvements include: structural repairs, interior renovations, and improvements to handicapped accessibility. The Department is also committed to ensuring high-speed Internet connections are available at all DFTA-funded senior centers.

	(in millions)
• Building Reconstruction	\$62.4
• Data Processing and Information Technology	9.2
• Equipment and Vehicles	2.0
TOTAL	\$73.6

Building Reconstruction

The Ten-Year Capital Strategy provides \$62.4 million to complete renovations and upgrades for the various senior centers around the city, Aging's headquarters relocation, and for agency renovation needs. Funds are also provided to ensure the agency's fire and safety infrastructure meet standards, and that necessary improvements for HVAC, masonry, roofing, electrical, and plumbing are completed.

Data Processing and Information Technology

The Ten-Year Capital Strategy provides \$9.2 million for the technology needs of the agency as well as technology improvements for the agency's contractors and service providers.

Equipment and Vehicles

The Ten-Year Capital Strategy provides \$2.0 million to provide transportation services for older New Yorkers and food delivery trucks for Senior Centers. Funds are also provided to upgrade telecommunication devices as well as electronic health records system equipment.

Department for the Aging

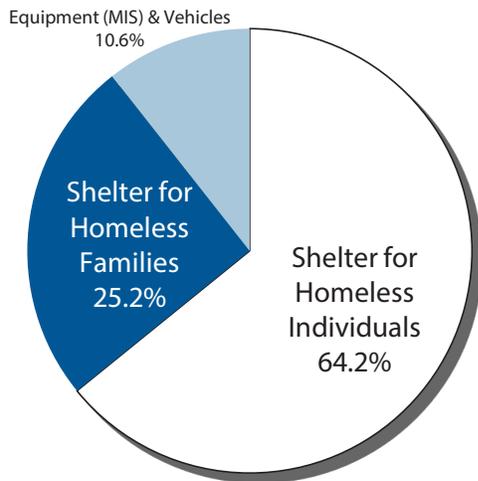
Project Type: AG	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Data Processing and Information Technology City	2,491	1,437	2,138	815	2,024	329	0	0	0	0	9,234
Equipment and Vehicles City	0	328	252	910	500	0	0	0	0	0	1,990
Department for the Aging Building Reconstruction City	27,367	14,739	6,603	4,871	2,522	3,163	1,666	165	697	640	62,433
Project Type Total by Source of Funds City	29,858	16,504	8,993	6,596	5,046	3,492	1,666	165	697	640	73,657
Project Type Total All Funds	29,858	16,504	8,993	6,596	5,046	3,492	1,666	165	697	640	73,657

Department of Homeless Services

The Department of Homeless Services provides homeless families and individuals with transitional housing and services to enable return to independent living. The Department also provides homelessness prevention services and outreach services to people living in public places. The Department works with other city agencies to develop permanent and transitional housing.

Capital Program Goals

- Ensure all facilities are in compliance with all applicable health and safety standards;
- Rehabilitate and renovate transitional facilities for homeless families and singles; and
- Upgrade and expand IT networks to effectively manage and disseminate timely information.



Ten-Year Capital Strategy

The Ten-Year Capital Strategy totals \$742.9 million, which includes \$664.1 million for transitional housing for homeless individuals and families and \$78.8 million for IT & Equipment needs.

	(in millions)
• Shelter for Homeless Individuals	\$476.6
• Shelter for Homeless Families	187.5
• Equipment (MIS) and Vehicles	78.8
TOTAL	\$742.9

Shelter for Homeless Individuals & Families

The major goal of the Ten-Year Capital Strategy is the comprehensive upgrades and renovations across shelters and expansion of transitional housing for homeless families and single adults in continuation with Turning the Tide on Homelessness plan. The Ten-Year Capital Strategy allocates over 88 percent of funding to the rehabilitation of existing facilities. The major priorities for the agency continue to be fire safety, interior and exterior building rehabilitation, as well as comprehensive power system improvements. Major projects include the exterior and interior upgrades at Bellevue 30th Street, roof replacement at Fort Washington, and electrical improvements at Harlem 1 Men’s Shelter and Regent Family Residence.

Equipment (MIS)

The Department’s MIS strategy provides funding to meet the ongoing technology needs of the agency, including application system development, defect corrections, and critical enhancements. These programs respond to both policy and legal mandate around network infrastructure that improve data collection, case management, shelter compliance, and adequate reporting tools.

Purchase of Vehicles

The Department’s equipment strategy involves a continuation of funding for the purchase and replacement of Department vehicles. These vehicles facilitate the transportation of clients between intake locations and placement shelters. They are also used to assist clients in moving into permanent housing.

Department of Homeless Services

Project Type: HH	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Shelters for Homeless Individuals											
City	117,329	55,552	39,901	10,320	142,289	48,286	34,901	26,382	524	328	475,812
Federal	825	0	0	0	0	0	0	0	0	0	825
Equipment											
City	10,399	5,607	1,987	0	5,710	9,664	10,848	11,159	11,527	11,907	78,808
Shelters for Homeless Families											
City	19,720	29,703	37,600	4,854	26,978	12,086	18,845	12,870	13,595	11,233	187,484
Project Type Total by Source of Funds											
City	147,448	90,862	79,488	15,174	174,977	70,036	64,594	50,411	25,646	23,468	742,104
Federal	825	0	0	0	0	0	0	0	0	0	825
Project Type Total											
All Funds	148,273	90,862	79,488	15,174	174,977	70,036	64,594	50,411	25,646	23,468	742,929

Housing Preservation & Development

The Department of Housing Preservation and Development (HPD) preserves, upgrades, and assists in the expansion of the city's affordable housing stock. Its primary goals are: to spur the preservation and development of affordable housing through direct investment and the provision of loans, to create opportunities for New Yorkers through housing affordability, to engage New Yorkers to build and sustain neighborhood strength and diversity, and to maintain building and resident health and safety.

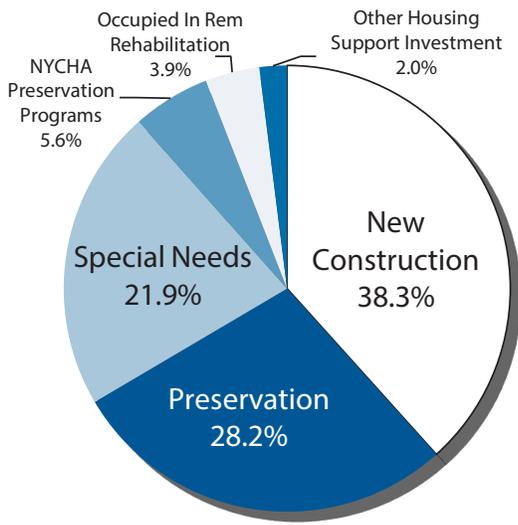
This Ten-Year Capital Strategy funds various new construction, preservation, supportive housing, and disposition programs. The city is continuing efforts to promote quality and affordability in the city's existing housing stock, including preserving existing affordable housing while creating long-term affordability and stability for residents. The city also maintains its commitment to provide new housing opportunities, particularly through existing new construction programs. Finally, the Strategy includes funding to support the NYCHA Permanent Affordability Commitment Together (PACT) program, and the New York City Housing Preservation Trust.

Capital Program Goals

HPD's capital plan is structured to meet the goals of Housing Our Neighbors: A Blueprint for Housing and Homelessness. The plan outlines key initiatives to achieve the city's goal of providing access to affordable, high-quality housing for all New Yorkers and to ensure that New Yorkers can choose the homes and neighborhoods that meet their needs. HPD's capital budget will primarily support the blueprint strategies outlined below:

- Create and preserve affordable housing;
- Improve the health and safety of New Yorkers; and
- Transform NYCHA.

Housing Preservation & Development



Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$21.1 billion for HPD in support of its capital program goals from 2026-2035. Of this amount, \$20.7 billion are city funds, while approximately \$400.0 million will be leveraged in federal funds. Additional funding will be leveraged from the New York City Housing Development Corporation (HDC) and private sources in support of housing plan goals.

	(in millions)
• New Construction	\$8,076.6
• Preservation	5,935.6
• Special Needs	4,618.5
• NYCHA Preservation Programs	1,189.6
• Occupied In Rem Rehabilitation	826.5
• Other Housing Support Investment	419.2
TOTAL	\$21,066.0

New Construction

The Ten-Year Capital Strategy allocates \$8.1 billion for new construction activities. Funding will support construction of new units serving New Yorkers at a range of income levels, ranging from extremely low income to middle income, throughout the five boroughs.

Preservation

The Ten-Year Capital Strategy provides \$5.9 billion for preservation projects. Funding will support activities to preserve existing affordable housing stock while creating long-term affordability.

Special Needs Housing

The Ten-Year Capital Strategy provides \$4.6 billion for the construction and preservation of housing for seniors, persons with disabilities, and formerly homeless households throughout the five boroughs.

NYCHA Preservation Programs

The Ten-Year Capital Strategy provides \$1.2 billion to support NYCHA's Permanent Affordability Commitment Together (PACT) program, and the New York City Housing Preservation Trust. Through these programs, NYCHA will also leverage other private and public financing sources to address its significant outstanding capital need.

Occupied In Rem Rehabilitation

The Ten-Year Capital Strategy provides \$826.5 million to fund the rehabilitation and disposition of city-owned housing units, which will be rehabilitated and then sold or rented to New Yorkers at a range of income levels, ranging from extremely low income to middle income.

Other Housing Support Investment

The Ten-Year Capital Strategy provides \$419.2 million for Other Housing Support Investments funding a variety of HPD initiatives. This includes the demolition of unsafe buildings, costs associated with development in urban renewal areas, computer-based productivity initiatives, and other infrastructure projects that support the development of housing.

Housing Preservation & Development

Project Type: HD	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
NYCHA Preservation Programs											
City	839,144	350,514	0	0	0	0	0	0	0	0	1,189,658
New Housing Construction											
City	1,123,185	702,039	782,788	817,630	736,821	726,841	761,938	782,047	808,154	835,118	8,076,561
Other Housing Support Investment											
City	52,516	91,494	80,060	39,396	24,491	25,110	25,673	26,255	26,824	27,413	419,232
Occupied In Rem Rehabilitation											
City	126,375	83,309	86,561	90,478	78,339	76,182	78,527	19,431	92,113	95,154	826,469
Preservation											
City	519,860	574,650	592,762	638,664	533,697	560,874	580,815	671,194	621,301	641,804	5,935,621
Special Needs Housing											
City	551,473	428,873	400,405	372,101	382,297	383,580	397,478	420,079	433,941	448,261	4,218,488
Federal	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
Project Type Total by Source of Funds											
City	3,212,553	2,230,879	1,942,576	1,958,269	1,755,645	1,772,587	1,844,431	1,919,006	1,982,333	2,047,750	20,666,029
Federal	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
Project Type Total											
All Funds	3,252,553	2,270,879	1,982,576	1,998,269	1,795,645	1,812,587	1,884,431	1,959,006	2,022,333	2,087,750	21,066,029

Housing Authority

The New York City Housing Authority (NYCHA), created in 1935, operates and maintains decent, safe, and affordable housing for low- and moderate- income families.

The New York City Housing Authority owns and operates the nation’s largest public housing program. NYCHA houses over 344,000 residents in over 177,000 apartment units across 335 developments spread throughout the five boroughs through their traditional Public Housing program (Section 9) and the PACT/RAD portfolio. The Authority also operates the Leased Housing (Section 8) Program, which supports approximately 108,000 families and houses over 223,000 residents. Approximately 27,000 private landlords participate in the Section 8 program.

The Ten-Year Capital Strategy funds the repair and rehabilitation of NYCHA’s traditional Public Housing (Section 9) buildings. This repair work includes building exterior upgrades such as roof work, building systems like elevators and heating plants, environmental remediation work for lead and mold, and other work streams such as security systems, waste management, and community centers.

Capital Program Goals

- NYCHA’s capital plan is centered around meeting the goals of Housing Our Neighbors: A Blueprint for Housing and Homelessness. Capital funds will be invested to improve the health and safety of NYCHA residents, address capital needs, and rehabilitate NYCHA’s aging infrastructure. Funds are dedicated to preserving and modernizing building exteriors, building systems, and residential apartment units to maintain decent, safe, and sanitary housing for NYCHA residents.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy provides \$3.6 billion primarily for building exteriors, building systems, and apartment unit upgrades. Major areas of planned work include roof replacement, lead abatement, pest mitigation, elevator rehabilitation, upgrades to heating components, improvements to common areas, and other construction projects.

(in millions)

• Low to Moderate Income Public Housing Upgrade and Replacement	\$3,629.4
TOTAL	\$3,629.4

Low to Moderate Income Public Housing Upgrade & Replacement

The Ten-Year Capital Strategy provides \$3.6 billion for public housing upgrades. Funding will support activities to improve and preserve the existing public housing portfolio across the five boroughs.

Housing Authority

Project Type: HA		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Low to Moderate Income Public Housing Upgrade City	1,279,454	466,866	180,019	215,422	218,062	341,621	280,224	217,874	214,922	214,922	3,629,386	
Project Type Total by Source of Funds City	1,279,454	466,866	180,019	215,422	218,062	341,621	280,224	217,874	214,922	214,922	3,629,386	
Project Type Total All Funds	1,279,454	466,866	180,019	215,422	218,062	341,621	280,224	217,874	214,922	214,922	3,629,386	

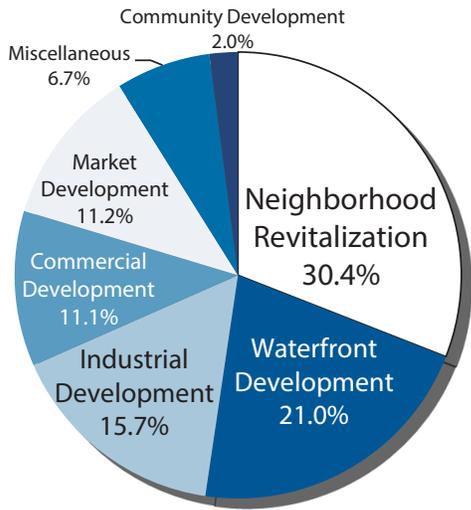
Department of Small Business Services

The Department of Small Business Services (SBS) provides business assistance directly to the public and administers other city economic development initiatives. Under contract with SBS, the New York City Economic Development Corporation (NYCEDC) coordinates the city's commercial, industrial, market, waterfront, and intermodal transportation development projects. Additionally, SBS contracts with, and the city allocates capital resources for the Brooklyn Navy Yard Development Corporation (BNYDC) and the Trust for Governors Island (TGI) for the purposes of economic development.

Capital Program Goals

- To assist neighborhood revitalization through physical improvement of public areas, including street and sidewalk reconstruction, new public lighting, landscaping and other public amenities, as well as through assistance in the development of cultural resources and other community facilities;
- To enhance the city's waterfront by rehabilitating and improving the city's piers, as well as by creating a balanced mix of multi-use projects, which include commercial, industrial, retail, and recreational developments;
- To stimulate commercial development through the improvement and management of city assets, as well as construction and rehabilitation of infrastructure, public open space, and amenities;
- To support and expand the city's industrial base by upgrading infrastructure in industrial areas and developing city-owned assets that enable the growth of light manufacturing and related sectors;
- To bolster critical supply chains within the city by developing and providing public market facilities and distribution centers; and
- To improve the intermodal transport of goods through the construction, modernization and integration of port, rail, and aviation facilities.

Department of Small Business Services



Ten-Year Capital Strategy

	(in millions)
• Neighborhood Revitalization	\$1,994.8
• Waterfront Development	1,379.2
• Industrial Development	1,034.8
• Commercial Development	726.2
• Market Development	737.4
• Miscellaneous	441.4
• Community Development	132.5
• Cultural Development	125.6
TOTAL	\$6,571.9

Neighborhood Revitalization

The Ten-Year Capital Strategy invests in infrastructure improvements in neighborhoods throughout the city to support economic development and the development of affordable housing. This is exemplified by the Ten-Year Capital Strategy’s ongoing investment into the redevelopment of Willets Point, Queens. The Ten-Year Capital Strategy additionally invests in physical improvements to public areas in mixed-use neighborhoods, including funding for Broadway Junction Gateway Plaza in Brooklyn and Jamaica Station Plaza in Queens.

Waterfront Development

The Ten-Year Capital Strategy bolsters the city’s waterfront assets to continue providing valuable public and commercial transportation access, while preserving and expanding recreational spaces for the public. The Ten-Year Capital Strategy includes funding to maintain and improve NYC Ferry assets and invests in the fortification of city’s waterfront assets.

Industrial Development

NYCEDC markets city-owned real estate to industrial users and works closely with firms to find sites for their expansion and relocation. In support of these efforts, the Ten-Year Capital Strategy includes on-going development of city-owned assets like the Brooklyn Army Terminal and Bush Terminal. The Ten-Year Capital Strategy also supports the Brooklyn Navy Yard Development Corporation’s infrastructure improvements and asset maintenance. The Brooklyn Navy Yard houses over 500 businesses, generating over 13,000 jobs.

Commercial Development

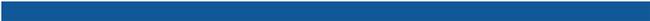
The Ten-Year Capital Strategy advances the city’s efforts to expand the city’s commercial base and diversify the economy by fostering the growth of new industries and new retail opportunities. The Ten-Year Capital Strategy supports the city’s investment into the life sciences industry.

Market Development

The city’s ongoing commitment to preserve its public markets is reflected in the Ten-Year Capital Strategy, which provides funding for infrastructure improvements and facility modernization at the Hunts Point Food Distribution Markets in the Bronx.

Miscellaneous

The Ten-Year Capital Strategy allocates resources for various citywide projects, as well as infrastructure support for the Trust for Governors Island (TGI), including the development of the New York Climate Exchange.



Department of Small Business Services

Community Development

The Ten-Year Capital Strategy redoubles its efforts to foster community development with the revitalization of the Kingsbridge Armory with event space, sports facilities, cultural, commercial, and community spaces in Kingsbridge, the Bronx.

Cultural Development

The Ten-Year Capital Strategy furthers the city's commitment to preserving its cultural institutions and history. The Ten-Year Capital Strategy includes funding to support the rehabilitation and redevelopment of historical buildings on Governors Island, as well as investments in various cultural and community centers throughout the city.

Department of Small Business Services

Project Type: ED	(\$ in 000's)										
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Commercial Development											
City	73,172	45,575	167,033	52,803	67,000	47,156	61,318	203,266	0	0	717,323
Federal	0	0	0	2,151	0	0	0	817	0	0	2,968
State	0	0	0	1,619	0	2	0	4,339	0	0	5,960
Community Development											
City	11,872	27,362	10,000	30,474	40,000	12,000	0	31	0	0	131,739
Federal	0	0	0	0	0	0	0	339	0	0	339
State	0	0	0	0	0	0	0	427	0	0	427
Cultural Development											
City	28,809	24,429	24,250	23,495	9,375	15,250	0	0	0	0	125,608
Industrial Development											
City	154,444	179,543	118,494	109,395	128,321	117,946	53,995	54,041	55,798	57,639	1,029,616
Federal	3,669	1,536	0	0	0	0	0	0	0	0	5,205
Market Development											
City	32,317	27,898	31,386	47,986	66,000	7,500	7,500	971	0	0	221,558
Federal	65,000	160,000	80,000	50,000	30,000	320	0	0	0	0	385,320
State	31,500	32,250	15,000	51,750	0	0	0	0	0	0	130,500
Miscellaneous											
City	171,691	90,931	23,298	74,705	66,600	9,000	300	2,324	0	0	438,849
Federal	0	4	0	0	0	0	0	54	0	0	58
State	0	0	0	0	0	0	0	2,506	0	0	2,506
Neighborhood Revitalization											
City	209,534	109,069	94,844	219,433	275,111	213,743	90,869	107,089	276,815	332,393	1,928,900
Federal	6,000	22,949	5,000	10,000	0	10,000	0	10,099	0	0	64,048
State	1,576	0	0	0	0	0	0	270	0	0	1,846
Waterfront Development											
City	110,218	178,834	144,558	139,575	217,484	196,749	131,699	53,019	71,528	73,888	1,317,552
Federal	48,695	4,932	0	0	0	1,918	0	5,368	0	0	60,913
State	35	0	0	0	0	0	0	663	0	0	698
Project Type Total by Source of Funds											
City	792,057	683,641	613,863	697,866	869,891	619,344	345,681	420,741	404,141	463,920	5,911,145
Federal	123,364	189,421	85,000	62,151	30,000	12,238	0	16,677	0	0	518,851
State	33,111	32,250	15,000	53,369	0	2	0	8,205	0	0	141,937
Project Type Total											
All Funds	948,532	905,312	713,863	813,386	899,891	631,584	345,681	445,623	404,141	463,920	6,571,933

Department of Citywide Administrative Services

The Department of Citywide Administrative Services (DCAS) is the principal support agency for the City of New York. DCAS is responsible for the maintenance of public buildings, the maintenance and reconstruction of piers and bulkheads, and the procurement of goods and services for city agencies.

DCAS manages and operates a total of 55 city-owned courts and office buildings, totaling 22 million square feet throughout the city. The Department also acquires, manages, and leases non-residential real properties and provides municipal supply services to agencies. These services include the acquisition, testing, and distribution of supplies and equipment as well as the administration of the citywide vehicle fleet.

Capital Program Goals

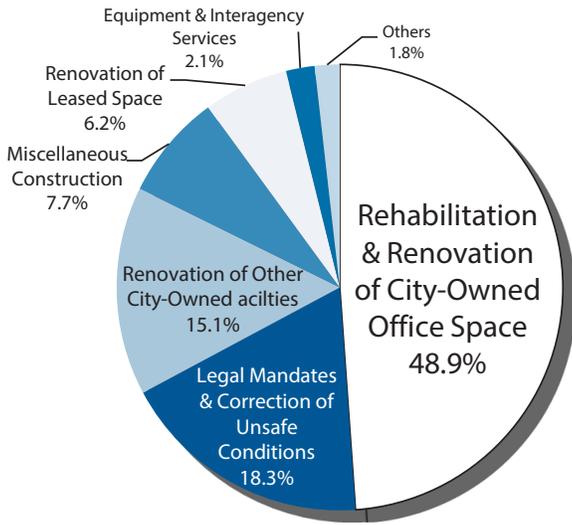
- To rehabilitate and maintain public structures, including piers and bulkheads;
- To reconstruct public buildings;
- To coordinate and enhance citywide space planning;
- To improve the procurement, warehousing, and distribution of goods;
- To increase productivity through advanced technology/information systems; and
- To ensure resiliency and provision of city services.

Ten-Year Capital Strategy

The Ten-Year Capital Strategy includes improvements to public buildings, which help reduce ongoing maintenance costs as well as the city's reliance on leased office space. In addition, the Ten-Year Capital Strategy seeks to correct existing or potential safety hazards.

The Ten-Year Capital Strategy totals \$2.4 billion, which is allocated between the Public Buildings and the Real Property programs.

Department of Citywide Administrative Services - Public Buildings



Public Buildings

(in millions)

• Rehabilitation and Renovation of City-Owned Office Space	\$1,154.1
• Legal Mandates and Correction of Unsafe Conditions	432.1
• Miscellaneous Construction	357.2
• Renovation of Other City-Owned Facilities	180.9
• Renovation of Leased Space	145.5
• Equipment and Interagency Services	49.0
• Acquisition of Real Property	31.6
• Board of Elections Modernization	10.4
TOTAL	\$2,360.8

Rehabilitation and Renovation of City-Owned Office Space

The Ten-Year Capital Strategy provides \$1.2 billion for the rehabilitation and renovation of city-owned office space. Included are major rehabilitation projects for exterior stabilization; mechanical, plumbing, and electrical systems; heating, ventilation, and air conditioning (HVAC) systems; and boiler plant replacements at selected buildings, citywide. The Ten-Year Capital Strategy provides \$163.8 million for the David N. Dinkins Municipal Building, \$54.4 million for the Bergen Building in the Bronx, \$36.0 million for 100 Gold Street in Manhattan, \$19.6 million for the Queens Borough Hall, and \$6.7 million for 10 Richmond Terrace in Staten Island. Funding is also provided for projects at 253 Broadway, Manhattan (\$64.9 million), 280 Broadway, Manhattan (\$48.7 million), and 2556 Bainbridge Avenue, the Bronx (\$30.2 million).

Legal Mandates and Correction of Unsafe Conditions

The correction of code violations and compliance with legal mandates represents \$432.1 million of the Ten-Year Capital Strategy. Legally mandated work will include \$291.0 million for projects that ensure compliance with Local Law 5 (fire and life safety), \$36.7 million for ADA compliance upgrades, \$28.6 million for Local Law 11 façade repairs, and \$6.9 million for fuel tank replacement and remediation, citywide.

Miscellaneous Construction

The Ten-Year Capital Strategy provides \$357.2 million for construction in other facilities and properties, including \$118.8 million for installation of charging infrastructure for electric vehicles.

Renovation of Other City-Owned Facilities

The Ten-Year Capital Strategy provides \$180.9 million for renovation of other city-owned facilities, including \$149.6 million for the reconstruction of the building at 70 Mulberry Street.

Renovation of Leased Space

The Ten-Year Capital Strategy provides \$145.5 million for leased space renovations. Funding is primarily for agency office consolidations and office space needs when city-owned facilities are not available.

Equipment and Interagency Services

The Ten-Year Capital Strategy provides \$49.0 million for the DCAS information systems infrastructure and miscellaneous equipment.

Acquisition of Real Property

The Ten-Year Capital Strategy provides \$31.6 million for the acquisition of real property.

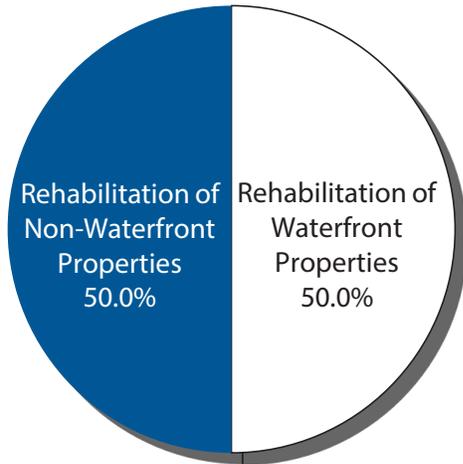
Board of Elections Modernization

The Ten-Year Capital Strategy provides \$10.4 million for Board of Elections modernization, including \$6.0 million for the purchase and installation of electronic voting systems and related accessories.

Department of Citywide Administrative Services - Public Buildings

Project Type: PW	(\$ in 000's)										
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Acquisition of Real Property											
City	360	0	600	0	0	28,102	0	0	0	0	29,062
Federal	2,490	0	0	0	0	0	0	0	0	0	2,490
Board of Elections Modernization											
City	0	0	0	0	0	10,396	0	0	0	0	10,396
Equipment and Interagency Services											
City	8,562	6,528	3,389	20,461	2,039	7,971	3	0	0	0	48,953
Legal Mandates and Correction of Unsafe Conditions											
City	23,294	43,373	24,320	55,782	61,683	38,336	129,390	55,943	0	0	432,121
Miscellaneous Construction											
City	32,952	22,831	56,397	180,571	20,000	30,998	10,000	2,500	0	0	356,249
State	1,000	0	0	0	0	0	0	0	0	0	1,000
Rehabilitation of City-Owned Office Space											
City	108,070	100,147	59,776	118,032	172,488	110,806	87,771	139,399	126,731	130,913	1,154,133
Renovation of Leased Space											
City	0	10,444	7,467	14,120	4,459	56,498	36,746	15,713	0	0	145,447
Renovation of Other City-Owned Facilities											
City	64,037	62,273	28,679	25,940	0	0	0	0	0	0	180,929
Project Type Total by Source of Funds											
City	237,275	245,596	180,628	414,906	260,669	283,107	263,910	213,555	126,731	130,913	2,357,290
Federal	2,490	0	0	0	0	0	0	0	0	0	2,490
State	1,000	0	0	0	0	0	0	0	0	0	1,000
Project Type Total											
All Funds	240,765	245,596	180,628	414,906	260,669	283,107	263,910	213,555	126,731	130,913	2,360,780

Department of Citywide Administrative Services - Real Property



Real Property

(in millions)

• Rehabilitation of Waterfront Properties	\$6.2
• Rehabilitation of Non-Waterfront Properties	6.2
TOTAL	\$12.4

Rehabilitation of Waterfront Properties

The Ten-Year Capital Strategy includes \$6.2 million for the reconstruction of waterfront properties.

Rehabilitation of Non-Waterfront Properties

The Ten-Year Capital Strategy includes \$6.2 million for the reconstruction of non-waterfront properties.

Department of Citywide Administrative Services - Real Property

Project Type: RE	(\$ in 000's)										
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Rehabilitation of Non-Waterfront Properties City	159	835	11	878	1,628	1,649	292	783	0	0	6,235
Rehabilitation of Waterfront Properties City	0	492	741	319	0	5	294	1,066	1,606	1,659	6,182
Project Type Total by Source of Funds City	159	1,327	752	1,197	1,628	1,654	586	1,849	1,606	1,659	12,417
Project Type Total All Funds	159	1,327	752	1,197	1,628	1,654	586	1,849	1,606	1,659	12,417
Citywide Administrative Services Total	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Total by Source of Funds											
City	237,434	246,923	181,380	416,103	262,297	284,761	264,496	215,404	128,337	132,572	2,369,707
Federal	2,490	0	0	0	0	0	0	0	0	0	2,490
State	1,000	0	0	0	0	0	0	0	0	0	1,000
Private	0	0	0	0	0	0	0	0	0	0	0
All Funds	240,924	246,923	181,380	416,103	262,297	284,761	264,496	215,404	128,337	132,572	2,373,197

Public Libraries

New York City's public library services are provided by three individually operated systems – the Brooklyn Public Library, the New York Public Library (including the four research centers under the New York Research Library), and the Queens Public Library. Each system receives funds from the city as well as state, federal, and private contributions. The branch libraries provide circulating collections, reference materials, computers, and internet access. These locations also host a range of programs and offerings such as early literacy initiatives, after school services, English for Speakers of Other Languages, teen centers, and one-on-one career and college preparation counseling, among others. The city's three library systems are among the country's largest and busiest.

The Brooklyn Public Library (BPL) oversees a Central Library, the Center for Brooklyn History (CBH), and 61 branches, including five Adult Learning Centers.

The New York Public Library (NYPL) manages libraries in three boroughs: the Bronx, with 35 branches; Manhattan, with 39 branches; and Staten Island, with 14 branches. In addition, the New York Research Library oversees four research centers: the Stephen A. Schwarzman Building; the New York Public Library for the Performing Arts; the Schomburg Center for Research in Black Culture; and the Thomas Yoseloff Business Center.

The Queens Public Library (QPL) oversees 66 locations, including branch libraries, a Central Library, seven adult learning centers, a technology lab at the Queensbridge public housing complex, a community learning center at the Ravenswood public housing complex, and five teen centers. It also has two bookmobiles and two book bicycles.

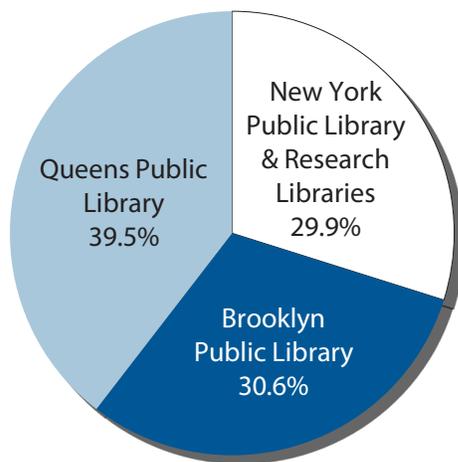
Capital Program Goals

- To support service levels by maintaining, improving, and optimizing the operation of library facilities;
- To phase infrastructure improvements for full Americans with Disabilities Act (ADA) compliant access at all sites;
- To preserve unique and irreplaceable collections through improved environmental systems, security and fire protection, and increased storage capacity;
- To improve the management of data through enhancement of computerized records management systems; and
- To provide remote access to digital collections, expand personal computer stations, and offer free internet service at the branches by improving information technology systems.

Public Libraries

Ten-Year Capital Strategy

The three library systems strive to increase circulation, develop comprehensive community-oriented outreach programs, and grow attendance at cultural/informational programs. The three library systems will focus on the protection of the growing collection of library materials, reconstruction of branches, increasing accessibility for persons with disabilities, and upgrading the technology infrastructure to improve online and computer access. The Ten-Year Capital Plan Strategy provides a total of \$1.4 billion, allocated as follows:



New York Public Library and Research Libraries

(in millions)

- Essential Reconstruction of Facilities \$287.6
- Improvements to Existing Facilities 92.0
- Expansion and Construction of Facilities 32.0
- Support Services Improvements 5.7
- Access for the Handicapped 1.0

Subtotal \$418.3

Brooklyn Public Library

(in millions)

- Essential Reconstruction of Facilities \$428.5

Subtotal \$428.5

Queens Public Library

(in millions)

- Essential Reconstruction of Facilities \$338.1
- Reconstruction Necessary to Maintain Facilities 120.8
- Replacement Branches 74.3
- Support Services Improvements 20.7

Subtotal \$553.9

TOTAL \$1,400.7

New York Public Library and Research Libraries

The Ten-Year Capital Strategy allocates \$418.3 million for the New York Public Library (NYPL) and New York Research Libraries (NYRL). Specifically, \$287.6 million is allocated for essential branch renovations, including the Columbus Branch (\$6.0 million) and the Hudson Park Branch (\$4.2 million) in Manhattan, and the Westchester Square Branch (\$32.0 million) in the Bronx. Additional funding for other branches focuses on maintaining and upgrading facilities, including roof, window, and door replacements, and Americans with Disabilities Act (ADA) compliance.

Brooklyn Public Library

The Ten-Year Capital Strategy allocates \$428.5 million to the Brooklyn Public Library (BPL) for infrastructure upgrades, including the Jamaica Bay Branch (\$6.2 million), the Stone Avenue Branch (\$6.0 million), and the Highlawn Branch (\$4.2 million). Additional funding for other branches focuses on public service enhancements, cyclical replacements of building components (roofs, HVAC systems, and boilers), and Americans with Disabilities Act (ADA) compliance.

Queens Public Library

The Ten-Year Capital Strategy allocates \$553.9 million for the Queens Public Library (QPL), of which \$338.1 million is allocated to QPL for essential branch renovations, which includes the South Hollis Library (\$20.3 million), the Woodside Library (\$14.9 million), and the Briarwood Library (\$16.0 million with an additional \$0.1 million in 2025). Additional funding for other branches focuses on rehabilitations, Americans with Disabilities (ADA) compliance, systems upgrades, and cyclical replacements of building components (HVAC systems, elevators, and roofs).

New York Research Libraries

Project Type: L	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Improvements to Existing Facilities City	4,250	0	0	0	0	0	0	0	0	0	4,250
Essential Reconstruction of Facilities City	4,473	698	0	0	0	2,304	0	2,000	0	1,009	10,484
New York Library Support Service Improvements City	803	0	300	140	2,400	0	0	0	0	0	3,643
Project Type Total by Source of Funds City	9,526	698	300	140	2,400	2,304	0	2,000	0	1,009	18,377
Project Type Total All Funds	9,526	698	300	140	2,400	2,304	0	2,000	0	1,009	18,377

New York Public Library

Project Type: LN	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Access for the Handicapped City	0	428	572	0	0	0	0	0	0	0	1,000
Expansion and Construction of Facilities City	2,699	0	12,358	2,329	14,634	0	0	0	0	0	32,020
Improvements to Existing Facilities City	20,371	15,800	40,500	5,975	453	4,624	0	0	0	0	87,723
Essential Reconstruction of Facilities City	39,867	28,939	38,251	10,054	16,788	44,009	32,962	23,513	20,991	21,683	277,057
Support Services Improvements City	1,000	50	1,039	0	0	0	0	0	0	0	2,089
Project Type Total by Source of Funds City	63,937	45,217	92,720	18,358	31,875	48,633	32,962	23,513	20,991	21,683	399,889
Project Type Total All Funds	63,937	45,217	92,720	18,358	31,875	48,633	32,962	23,513	20,991	21,683	399,889

Brooklyn Public Library

Project Type: LB		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Essential Reconstruction of Facilities												
	City	156,848	34,483	46,778	88,004	48,734	9,994	12,747	10,000	10,165	10,335	428,088
	Private	450	0	0	0	0	0	0	0	0	0	450
Project Type Total by Source of Funds												
	City	156,848	34,483	46,778	88,004	48,734	9,994	12,747	10,000	10,165	10,335	428,088
	Private	450	0	0	0	0	0	0	0	0	0	450
Project Type Total												
	All Funds	157,298	34,483	46,778	88,004	48,734	9,994	12,747	10,000	10,165	10,335	428,538

Queens Public Library

Project Type: LQ		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Replacement Branches												
City		24,104	17,181	6,354	1,784	15,366	0	9,494	0	0	0	74,283
Essential Reconstruction of Facilities												
City		34,309	24,216	77,283	35,805	30,709	50,099	51,508	25,777	3,987	4,444	338,137
Reconstruction Necessary to Maintain Facilities												
City		13,351	17,156	24,812	23,154	3,026	0	12,885	14,685	0	11,700	120,769
Support Services Improvements												
City		5,493	3,781	4,543	5,181	0	255	750	750	0	0	20,753
Project Type Total by Source of Funds												
City		77,257	62,334	112,992	65,924	49,101	50,354	74,637	41,212	3,987	16,144	553,942
Project Type Total												
All Funds		77,257	62,334	112,992	65,924	49,101	50,354	74,637	41,212	3,987	16,144	553,942
Public Libraries Total												
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Total by Source of Funds												
City		307,568	142,732	252,790	172,426	132,110	111,285	120,346	76,725	35,143	49,171	1,400,296
Federal		0	0	0	0	0	0	0	0	0	0	0
State		0	0	0	0	0	0	0	0	0	0	0
Private		450	0	0	0	0	0	0	0	0	0	450
All Funds		308,018	142,732	252,790	172,426	132,110	111,285	120,346	76,725	35,143	49,171	1,400,746

Department of Cultural Affairs

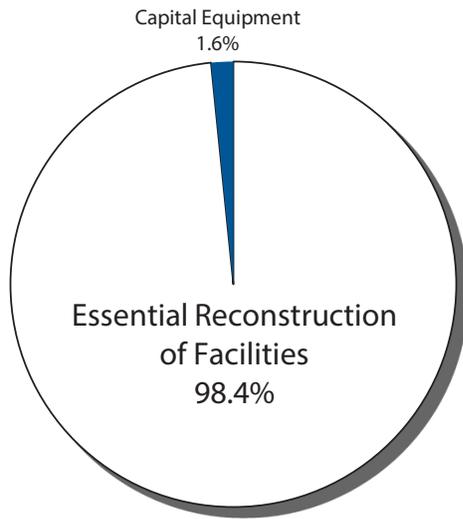
The Department of Cultural Affairs (DCLA) is the largest municipal funder of arts and culture in the nation and is dedicated to supporting and strengthening New York City's vibrant cultural life. The agency works to create and expand access to public funding, provide technical assistance, and articulate the contribution made by the cultural community to the city's quality of life and economic vitality.

Among DCLA's primary missions is to ensure public funding for nonprofit cultural organizations, both large and small, throughout the five boroughs. Among DCLA's funding programs are: programming grants for more than 1,000 cultural organizations through the Cultural Development Fund, the administration of City Council initiatives relating to arts and culture, operating support to the 34 members of the Cultural Institutions Group (CIG) and energy support to eligible organizations on city-owned property in DCLA's jurisdiction, and capital funding for design, construction, and equipment purchases at cultural facilities. DCLA also commissions public artworks through the Percent for Art program and provides material resources to more than 1,900 nonprofit organizations, government agencies, and public schools annually through its Materials for the Arts program.

DCLA's portfolio includes over 9.8 million gross square feet of space in city-owned buildings operated by the CIG and other cultural organizations under DCLA's jurisdiction, many of which are landmarks. The agency has a robust capital program at both city-owned and privately-owned sites and is currently funding more than 406 capital projects on behalf of approximately 212 arts organizations that lead the way in sustainable architecture and design excellence, representing a cultural capital investment of \$1.7 billion.

Capital Program Goals

- To increase public access to cultural resources, programs, and activities throughout the five boroughs;
- To increase the capacity of cultural organizations to meet programmatic needs and achieve optimal display, protection, and preservation of cultural collections;
- To upgrade and enhance facilities dedicated to cultural uses through investment in equipment systems, vehicles, technology, and energy efficiency upgrades;
- To maintain and preserve cultural infrastructure and historic facilities; and
- To ensure compliance with legal mandates and code requirements, including accessibility and environmental considerations.



Ten-Year Capital Strategy

The city’s cultural institutions have benefited from sizable levels of capital investment. Approximately \$1.4 billion was committed from 2014 through 2024 for the reconstruction, modernization, and expansion of these facilities, in addition to \$301.1 million planned in 2026. The Ten-Year Capital Strategy for cultural institutions and organizations, which reflects DCLA’s focus on facility reconstruction and programmatic enhancement, provides a total of \$1.7 billion allocated as follows:

	(in millions)
• Essential Reconstruction of Facilities	\$1,674.8
• Capital Equipment	27.3
TOTAL	\$1,702.1

Essential Reconstruction of Facilities

The Ten-Year Capital Strategy provides \$1.7 billion for the reconstruction of Cultural facilities, such as theaters, zoos, botanical gardens, museums, and education centers. Highlights include \$23.4 million for the construction of the Sea Cliffs exhibit at the New York Aquarium, \$15.4 million for the Schermerhorn Row Accessibility upgrade at the South Street Seaport Museum, \$6.6 million for the building and site renovation of the Point Community Development Corporation in the Bronx, \$4.4 million for the phase II renovation of the Carriage Barn at the Staten Island Historical Society, and \$3.4 million for the renovation of Park Shulman Theatre at Queens Theatre.

Capital Equipment

The Ten-Year Capital Strategy provides \$27.3 million to support equipment and vehicle purchases.

Department of Cultural Affairs

Project Type: PV	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Capital Equipment											
City	6,538	2,774	12,216	1,467	0	227	0	2,278	1,549	225	27,274
Essential Reconstruction of Facilities											
City	282,635	137,057	272,982	158,322	41,596	104,243	149,214	186,495	177,849	156,732	1,667,125
Federal	90	0	0	0	0	0	0	0	0	0	90
State	0	0	0	0	2,334	0	0	2,000	0	0	4,334
Private	3,239	0	0	0	0	0	0	0	0	0	3,239
Project Type Total by Source of Funds											
City	289,173	139,831	285,198	159,789	41,596	104,470	149,214	188,773	179,398	156,957	1,694,399
Federal	90	0	0	0	0	0	0	0	0	0	90
State	0	0	0	0	2,334	0	0	2,000	0	0	4,334
Private	3,239	0	0	0	0	0	0	0	0	0	3,239
Project Type Total											
All Funds	292,502	139,831	285,198	159,789	43,930	104,470	149,214	190,773	179,398	156,957	1,702,062

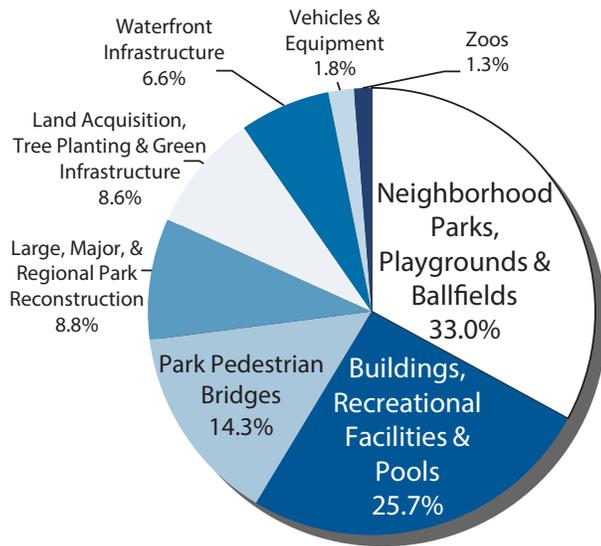
Department of Parks & Recreation

The New York City Department of Parks & Recreation (NYC Parks) is the steward of more than 30,000 acres of land made up of nearly 5,000 individual properties ranging from Coney Island and Central Park to community gardens and Greenstreets. The Department operates more than 800 athletic fields and nearly 1,000 playgrounds, 1,800 basketball courts, 700 tennis courts, 65 public pools, 51 recreational facilities, 16 nature centers, 14 golf courses, and 14 miles of beaches. The Department cares for 850 monuments and 23 historic house museums and looks after 666,000 street trees, and five million more in parks.

Capital Program Goals

- To provide open space and recreational facilities in the city;
- To maintain these facilities in a clean, attractive, and usable condition;
- To creatively respond to community goals and ensure long-lasting, equitable, accessible, and sustainable spaces;
- To protect natural landscapes, unique environmental features, and wildlife;
- To conserve historic structures and statues; and
- To plant and care for street trees.

Department of Parks & Recreation



Ten-Year Capital Strategy

The Ten-Year Capital Strategy supports the Department of Parks and Recreation’s continuing commitment to provide quality open space.

	(in millions)
• Neighborhood Parks, Playgrounds, and Ballfields	\$3,421.8
• Buildings, Recreational Facilities and Pools	2,667.1
• Park Pedestrian Bridges	1,487.3
• Large, Major, and Regional Park Reconstruction	912.3
• Land Acquisition, Tree Planting and Green Infrastructure	890.9
• Waterfront Infrastructure	682.1
• Vehicles and Equipment	190.9
• Zoos	130.9
TOTAL	\$10,383.3

Neighborhood Parks, Playgrounds, and Ballfields

The Ten-Year Capital Strategy provides funding of \$3.4 billion for the reconstruction of neighborhood parks, playgrounds, and ballfields, citywide. This allocation includes \$705.8 million for various Community Park Initiative projects, citywide; \$162.7 million for turf field state of good repair work, citywide; \$96.7 million for projects related to the Bronx Metro North rezoning plan in the Bronx; \$26.3 million for Box Street Park in Brooklyn; \$12.0 million for Marcus Garvey Park Acropolis in Manhattan; and \$2.4 billion for other various smaller neighborhood park, playground, and ballfield projects, citywide.

Buildings, Recreational Facilities and Pools

The Ten-Year Capital Strategy provides \$2.7 billion for the rehabilitation of building facilities, including specialized and youth-oriented major recreational facilities, public restrooms, and pools. Major highlights include \$270.6 million for the reconstruction of various public restroom buildings, citywide; \$257.8 million for various pool reconstruction projects, citywide; \$160.0 million for the rehabilitation and construction of the Brownsville Recreation Center in Brooklyn; \$114.8 million for construction of the Roy Wilkins Recreation Center in Queens; and \$111.8 million for the reconstruction of the Red Hook Recreation Center in Brooklyn.

Pedestrian Bridges

The Ten-Year Capital Strategy provides funding of \$1.5 billion for park pedestrian bridges. Major highlights include; \$331.1 million for the reconstruction of the Riverside Park Amtrak Overbuild; \$154.5 million for the Design-Build Greenway - East 14th Street Bike Path in Manhattan; and \$146.2 million for the Passerelle Bridge and Roof reconstruction project in Queens.

Large, Major, and Regional Park Reconstruction

The Ten-Year Capital Strategy provides \$912.3 million for work at numerous large-scale sites, citywide. This allocation includes \$165.5 million for various projects located within Riverside Park in Manhattan; \$147.2 million for Queensway – LIRR Rockaway Branch Line Into a Park in Queens; \$125.0 million for Central Park improvements in Manhattan; \$115.0 million for various projects located at Flushing Meadows Corona Park in Queens; \$65.4 million for various projects located at Prospect Park in Brooklyn; \$36.6 million for the construction of Fresh Kills South Park in Staten Island; \$28.4 million for various improvement projects at the High Line in Manhattan; and \$8.5 million for Randall’s Island improvements.

Department of Parks & Recreation

Land Acquisition, Tree Planting and Green Infrastructure

The Ten-Year Capital Strategy provides \$890.9 million for land acquisition, tree planting, and green infrastructure. This allocation includes \$377.3 million for street tree planting, citywide; \$164.5 million for various green infrastructure projects, citywide; \$148.5 million for tree damaged sidewalks, citywide; \$145.2 million for other various forestry-related projects, citywide; \$31.9 million for various restoration projects, citywide; and \$23.5 million for various land acquisition projects.

Waterfront Infrastructure

The Ten-Year Capital Strategy provides \$682.1 million for the improvement of infrastructure along New York City's waterfront. Major highlights include: \$260.4 million for improvements to the East River Esplanade in Manhattan; \$114.6 million for future improvements to the Coney Island Boardwalk in Brooklyn; and \$20.6 million for the Tottenville Shoreline protection in Staten Island.

Vehicles and Equipment

The Ten-Year Capital Strategy provides \$190.9 million to support infrastructure improvements and equipment purchases. Major highlights include \$100.2 million for the procurement of vehicles and \$56.2 million for improvements to computer and communications systems.

Zoos

The Ten-Year Capital Strategy provides funding of \$130.9 million for various infrastructure improvement projects at the Central Park Zoo, Queens Zoo, and Prospect Park Zoo.

Department of Parks & Recreation

Project Type: P	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Beaches and Boardwalks											
City	198,646	110,288	36,798	6,015	29,323	24,733	70,534	60,303	0	50,825	587,465
Federal	90,809	0	0	0	0	0	0	0	0	0	90,809
State	2,845	0	0	0	0	0	0	424	0	0	3,269
Private	536	0	0	0	0	0	0	0	0	0	536
Land Acquisition and Tree Planting											
City	92,115	11,618	17,384	2,452	156,119	36,906	93,510	240,053	44,535	164,242	858,934
Federal	1,871	0	0	0	0	0	0	0	0	0	1,871
State	7,783	0	0	0	0	0	0	0	0	0	7,783
Private	22,148	0	0	0	0	0	0	185	0	0	22,333
Major Recreational Facilities											
City	158,337	176,034	44,732	246,022	577,285	400,382	340,819	122,993	121,450	373,954	2,562,008
Federal	64,672	0	0	0	0	0	0	0	0	0	64,672
State	39,744	0	0	0	0	0	0	0	0	0	39,744
Private	585	0	0	0	0	0	0	124	0	0	709
Neighborhood Parks and Playgrounds											
City	110,846	194,423	663,750	126,355	297,250	395,403	155,207	423,665	623,948	265,602	3,256,449
Federal	113,621	0	0	0	0	0	0	289	0	0	113,910
State	36,247	0	0	0	0	0	0	257	0	0	36,504
Private	13,713	0	0	0	0	0	0	1,233	0	0	14,946
Vehicles, Equipment and Facility Reconstruction											
City	10,080	146	3,216	26,301	501	741	25,198	78,512	5,026	40,660	190,381
State	50	0	0	0	0	0	0	0	0	0	50
Private	0	0	0	0	0	0	0	455	0	0	455
Park Pedestrian Bridges											
City	135,595	239,430	76,836	348,935	250,464	217,751	197,285	21,015	0	0	1,487,311
Large, Major and Regional Park Reconstruction											
City	77,162	22,785	50,901	29,135	56,864	163,399	79,022	141,793	28,946	42,495	692,502
Federal	186,204	0	0	0	0	0	0	684	0	0	186,888
State	13,175	0	0	0	0	0	0	85	0	0	13,260
Private	2,500	0	0	0	0	0	0	17,105	0	0	19,605
Zoos											
City	2,333	0	3,919	1,785	2,666	1,487	15,886	17,355	80,423	5,083	130,937
Project Type Total by Source of Funds											
City	785,114	754,724	897,536	787,000	1,370,472	1,240,802	977,461	1,105,689	904,328	942,861	9,765,987
Federal	457,177	0	0	0	0	0	0	973	0	0	458,150
State	99,844	0	0	0	0	0	0	766	0	0	100,610
Private	39,482	0	0	0	0	0	0	19,102	0	0	58,584
Project Type Total											
All Funds	1,381,617	754,724	897,536	787,000	1,370,472	1,240,802	977,461	1,126,530	904,328	942,861	10,383,331

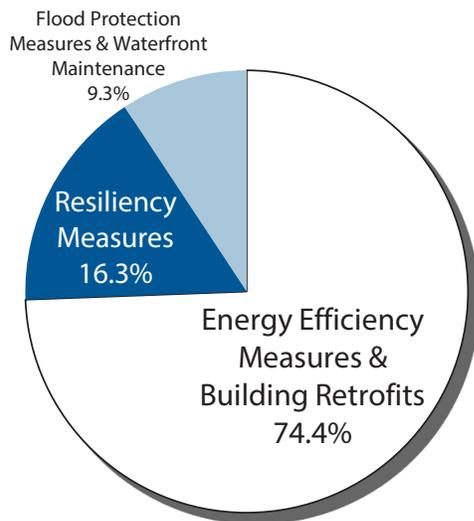
Energy Efficiency and Coastal Resiliency

Energy Efficiency & Sustainability

The city has enacted a comprehensive energy management strategy across its portfolio of roughly 4,000 buildings. The Local Law 97 Implementation Action Plan sets forth the city’s strategy to reduce greenhouse gas emissions generated by city government operations 40 percent below 2006 levels by 2025 and 50 percent by 2030, as required by Local Law 97 and on the path to achieving the city’s goal of fossil fuel free city operations by 2050 set forth in PlaNYC: Getting Sustainability Done.

Capital Program Goals

- Complete energy efficiency measures and retrofits in public buildings via both quick, cost-effective and energy-saving capital projects that target individual agency needs and comprehensive deep energy retrofits of key city facilities;
- Electrify fossil fuel fired building systems, including gas boilers and water heaters, and gas fired appliances;
- Build renewable energy generation and battery storage systems on city property; and
- To fund resiliency and flood protection measures and waterfront maintenance to fortify and rehabilitate coastal and waterfront assets throughout the city.



Ten-Year Capital Strategy

	(in millions)
• Energy Efficiency Measures and Building Retrofits	\$3,304.1
• Resiliency Measures	723.6
• Flood Protection Measures and Waterfront Maintenance	412.4
TOTAL	\$ 4,440.1

Energy Efficiency

The Ten-Year Capital Strategy provides \$3.3 billion over the ten-year period to fund energy efficiency projects throughout the city.

Resiliency Measures

The Ten-Year Capital Strategy provides \$723.6 million over the ten-year period to fund resiliency measures, which includes \$401.1 million for the East Side Coastal Resiliency (ESCR) and \$46.1 million for the Brooklyn Bridge – Montgomery Coastal Resiliency (BMCR).

Flood Protection and Waterfront Maintenance

The Ten-Year Capital Strategy provides \$412.4 million over the ten-year period to fund waterfront maintenance, including \$97.7 million for the rehabilitation of Pier 36 and \$88.5 million for the rehabilitation of the substructure of Harlem River Park between 132nd Street to 135th Street.

Energy Efficiency and Coastal Resiliency

Project Type: PU	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Building Construction, Reconstruction or Retrofit											
City	102,196	100,532	79,804	1,887	58,765	0	0	0	0	0	343,184
Distributed Generation											
City	7,634	0	0	0	2,230	0	0	0	0	0	9,864
Miscellaneous Energy Efficiency and Sustainability											
City	1,138,275	765,338	554,159	496,722	450,305	214,461	225,205	79,774	74,213	74,228	4,072,680
Private	13,974	433	0	0	0	0	0	0	0	0	14,407
Project Type Total by Source of Funds											
City	1,248,105	865,870	633,963	498,609	511,300	214,461	225,205	79,774	74,213	74,228	4,425,728
Private	13,974	433	0	0	0	0	0	0	0	0	14,407
Project Type Total											
All Funds	1,262,079	866,303	633,963	498,609	511,300	214,461	225,205	79,774	74,213	74,228	4,440,135

Citywide Equipment

Electronic Data Processing

The city purchases computer equipment for its major central data centers and for the departmental computer systems of many city agencies.

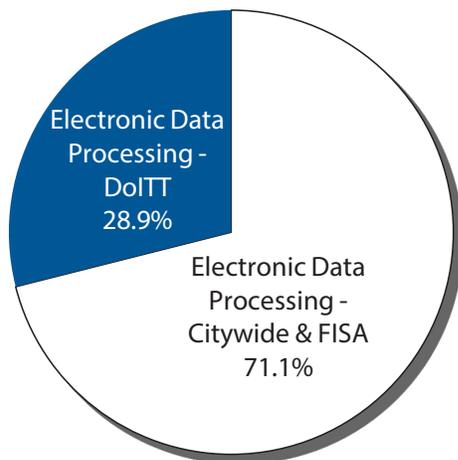
The data center of the Financial Information Services Agency (FISA) supports citywide applications, which are key to the city's financial integrity, such as the Financial Management System (FMS), the Payroll Management System (PMS), and the Pension Payroll Management System (PPMS). FMS maintains the city's budget and accounting records in a single, unified database. This provides the Comptroller with a uniform system of accounts, which is subject to audit by an independent firm of Certified Public Accountants.

The New York City Department of Information Technology and Telecommunications (DoITT) was created to consolidate citywide management of information and communications technologies to achieve long-term productivity improvements, revenue enhancements, and cost savings. The services provided by DoITT include consolidated data facilities to support city agencies' systems; application development for the coordination of city IT resources; the city's website (nyc.gov); telecommunication services; and CityNet, the citywide data communication network.

DoITT has responsibility for the technology aspects of the New York City 3-1-1 Center, which provides a centralized source for information about non-emergency city services and is coordinating the implementation of the e9-1-1 emergency response system.

Capital Program Goals

- To purchase data processing equipment and services that will enable the city to achieve greater productivity with limited resources.



Ten-Year Capital Strategy

	(in millions)
• Electronic Data Processing - Citywide & FISA	\$2,567.7
• Electronic Data Processing - DoITT	1,045.8
TOTAL	\$ 3,613.5

Electronic Data Processing - Citywide & FISA

The Ten-Year Capital Strategy provides \$2.6 billion for Electronic Data Processing - Citywide & FISA, including \$933.4 million for 911 Call Center Technology initiatives.

Electronic Data Processing - DoITT

The Ten-Year Capital Strategy provides \$1.0 billion for Electronic Data Processing - DoITT, including \$952.2 million for core IT infrastructure projects and \$93.6 million for the Emergency Communications Transformation Program (ECTP) to update and integrate the city's computer-aided dispatch capabilities.

Citywide Equipment

Project Type: DP		(\$ in 000's)										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Electronic Data Processing Equipment for DoITT, Citynet												
City		112,367	86,402	110,325	82,076	117,633	96,533	111,518	114,316	105,564	109,048	1,045,782
Project Type Total by Source of Funds												
City		112,367	86,402	110,325	82,076	117,633	96,533	111,518	114,316	105,564	109,048	1,045,782
Project Type Total												
All Funds		112,367	86,402	110,325	82,076	117,633	96,533	111,518	114,316	105,564	109,048	1,045,782

Citywide Equipment

Project Type: PU	(\$ in 000's)										Total
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Electronic Data Processing Equipment - FISA City	14,433	8,052	7,845	10,130	9,716	12,631	16,357	16,979	17,539	18,118	131,800
Electronic Data Processing Equipment - City-Wide City	535,117	142,342	138,027	203,747	266,095	224,792	233,205	239,258	222,969	230,327	2,435,879
Project Type Total by Source of Funds City	549,550	150,394	145,872	213,877	275,811	237,423	249,562	256,237	240,508	248,445	2,567,679
Project Type Total All Funds	549,550	150,394	145,872	213,877	275,811	237,423	249,562	256,237	240,508	248,445	2,567,679
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Total by Source of Funds City	661,917	236,796	256,197	295,953	393,444	333,956	361,080	370,553	346,072	357,493	3,613,461
Federal	0	0	0	0	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0	0	0	0	0
Private	0	0	0	0	0	0	0	0	0	0	0
All Funds	661,917	236,796	256,197	295,953	393,444	333,956	361,080	370,553	346,072	357,493	3,613,461

Citywide Summary

Project Type: CW

(\$ in 000's)

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Citywide Total by Source of Funds											
City	24,663,008	19,106,827	20,836,496	19,268,255	17,845,448	13,810,152	12,539,053	14,474,230	12,974,622	13,438,906	168,956,997
Federal	1,888,325	376,819	262,039	359,020	131,409	98,568	44,896	58,794	40,910	40,659	3,301,439
State	391,945	126,915	139,252	156,657	61,090	55,083	52,291	14,877	1,556	393	1,000,059
Private	112,401	436	8,944	5,007	7	0	523	19,102	0	0	146,420
 All Funds	 27,055,679	 19,610,997	 21,246,731	 19,788,939	 18,037,954	 13,963,803	 12,636,763	 14,567,003	 13,017,088	 13,479,958	 173,404,915