

OneNYC 2050

2021 PROGRESS REPORT

DELIVERING ON THE
GREEN NEW DEAL

MAY 2021

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FELLOW NEW YORKERS,

Over the past year, our city has been tested in unprecedented ways. We have lived through a moment of converging physical, social, and economic risks that have amplified each other and disproportionately impacted our most marginalized communities. Through it all, New Yorkers remained resilient and came together to face these challenges head-on. The City mobilized quickly to respond and keep our residents, essential workers, students, communities, and businesses safe. And today, we are on a path to recovery, one that is centered on equity and fairness and ensures that climate change and the interrelated issues of equity and social justice are addressed.

As we turn the corner and move to fully reopen our city, we are confident that the values of OneNYC, NYC's long-term strategic plan and Green New Deal will guide us towards a recovery that works for all New Yorkers. The goals of OneNYC are based on the conviction that the fights for environmental sustainability, economic equality, and social justice are deeply intertwined. The COVID-19 pandemic has painfully highlighted the inequality that persists in our city, the life-and-death disparities in health outcomes associated with race, class, and gender, and an economic system that continues to fail society's most vulnerable. We cannot and should not simply get back to the way things were – because the status quo was not working for too many in our city. Rather, we need to recover not just with an effort to bring back our economy and society, but also with a forceful drive for change to a new, better normal.

ABOUT OneNYC 2050, NEW YORK CITY'S GREEN NEW DEAL AND LONG-TERM STRATEGIC PLAN

OneNYC is a long-term strategy to secure our city's future against the challenges of today and tomorrow. Created under the requirements of Local Law 84 of 2013, the eight integrated goals of OneNYC have served as a guide to confront our climate crisis, address our health and wealth inequities, and strengthen our democracy:

A Vibrant Democracy, where every New Yorker is welcomed into the civic and democratic life of the city.

An Inclusive Economy, where economic growth creates opportunities for all New Yorkers and safeguards the American Dream.

Thriving Neighborhoods, where all communities have safe, affordable housing and are well served by parks and culture.

Healthy Lives, where health inequities are eliminated, and all residents have an equal opportunity to thrive.

Equity and Excellence in Education, where schools are diverse and fair, and deliver high-quality education to children of all backgrounds.

A Livable Climate, where we no longer rely on fossil fuels and are prepared for the impacts of climate change.

Efficient Mobility, where reliable, safe, and sustainable transportation options mean no New Yorker needs to own a car.

Modern Infrastructure, where reliable physical and digital infrastructure allows New Yorkers to flourish for decades.

OneNYC has been a cornerstone of citywide strategic planning efforts and has mobilized City government to advance critical and timely priorities that will continue to impact future generations of New Yorkers. Through OneNYC, we have taken **world-leading climate action**, setting a path to carbon neutrality, passing the Climate Mobilization Act, divesting our pensions from fossil fuels, and preparing our city for climate change through a comprehensive resiliency program; we have guaranteed early childhood learning through **Pre-K and 3-K for All**; we have achieved record low pedestrian fatalities and reduced the rate of serious cyclist crashes with **Vision Zero**; we launched **IDNYC** to provide a free, official form of municipal identification for New York City residents; we created **NYC Care**, to guarantee low-cost and no-cost health care, and the Mayor's Office of **Community Mental Health** to promote mental health for all New Yorkers; we launched the **Community Parks Initiative**, the city's first equity-driven parks initiative to reimagine and rebuild parks in

neighborhoods with the highest need; we accelerated the construction and preservation of affordable housing to unprecedented levels through **Housing New York** and strengthened programs to **keep New Yorkers in their homes and avoid eviction**; we created **NYC Secure**, the City's first-ever cybersecurity initiative to protect New Yorkers online; we launched the **Civic Engagement Commission** to enhance civic participation, promote civic trust, and strengthen democracy; we set the City's first-ever **poverty reduction targets**, and contracted with **Minority and Women-Owned Businesses (M/WBEs)** on more than \$17 billion of projects.

OneNYC has been a vehicle for change for our city, and the actions we have taken will help to secure a fair and equitable city into the future.

THE OneNYC 2021 PROGRESS REPORT

Despite facing unprecedented challenges this past year, the City continued to make progress implementing OneNYC initiatives and advancing the eight strategic goals. A few highlights of the City's progress this year include:

- **Investment in public health infrastructure to be able to respond to infectious diseases:** Amidst global demand and supply chain disruptions, the City rapidly procured necessary protective equipment, ventilators, and other essential supplies, and also supported local manufacturing of equipment needed to save lives and enable frontline workers to safely confront the pandemic. The City also ramped up a massive Test & Trace program and is now leading the largest vaccination effort in our history, which is critical to drive a recovery that works for all of us.
- **Expand voting rights and representation to bring more New Yorkers to the polls:** In November 2020, amid widespread national reports of voter suppression, Democracy NYC organized the Election Observation Corps and recruited, trained, and mobilized 500 plus volunteers to monitor poll sites on Election Day for instances of voter intimidation and harassment.
- **Advance equity in K-12 opportunity and achievement:** DOE developed a hybrid model of remote and classroom learning, and provided support

and services to students to facilitate the transition to remote learning, including reducing educational barriers for students living in temporary housing or shelters, distributing over 15,000 LTE-enabled iPads, providing tele-therapy and remote counseling, and operating over 400 Meal Hubs for students and their families. The City also became the first large school district to return to in-person learning while supporting student wellbeing and implementing safety and health measures. In addition, the City reaffirmed our commitment to early childhood education with a major expansion of 3-K for all to reach every district by Fall 2021.

- **Ensure all New Yorkers have the opportunity to live healthy lives by taking an interdisciplinary approach to advance health equity and create a more equitable society:** To manage the long-term needs of COVID-19 patients in the public hospital system, DDC constructed three COVID-19 Centers of Excellence for NYC Health + Hospitals in Brooklyn, Queens, and the Bronx.
- **Tackle health inequality by managing the impacts of extreme heat:** In Summer 2020, the City launched the GetCool program to install more than 73,000 free air conditioning units in the homes of qualifying low-income seniors.
- **Ensure all New Yorkers have access to neighborhood open spaces and cultural resources:** NYC Parks worked with City agencies to ensure New Yorkers could travel to parks and access green space safely; and DOT created new programs to ensure New Yorkers had access to safe open space while supporting local businesses and cultural organizations, including Open Restaurants, Open Streets, Open Culture, and Open Storefronts.
- **Ensure access to nutritious and affordable food:** DSNY created an interagency team called GetFoodNYC with a singular focus to ensure no New Yorker goes hungry during the COVID-19 crisis. To-date, the program has served over 200 million meals to New Yorkers in need. The City also released *Food Forward NYC*, our first ever 10-year food policy plan, laying out a comprehensive policy framework to create a more equitable, sustainable, and healthy food system.

- **Ensure all New Yorkers are afforded transformative justice, basic human rights, and racial and gender equity:** Established the citywide Taskforce on Racial Inclusion and Equity, which works to ensure that COVID-19 response and recovery efforts are tailored to meet the specific needs of New Yorkers in communities of color, and launched the nation's first-ever Racial Justice Commission to root out systemic and institutional racism.
- **Fight for climate accountability and justice:** Divested over \$4 billion from fossil fuels and committed to net zero pensions by 2040; more than doubled pension investments in climate solutions and committed to invest \$50 billion by 2035; and launched a first-of-its-kind program to embed environmental justice into City government decision-making.
- **Advance shared responsibility for community safety and neighborhood policing:** Released the NYC Police Reform and Reinvention Collaborative draft plan, a set of 36 reforms to confront the harmful legacy of racialized policing, and to ensure recovery will be driven by increased power of community members in policing and neighborhood safety.
- **Empower all New Yorkers to participate in our democracy:** Despite pivoting to digital outreach due to the COVID-19 health crisis, NYC Census registered a historic self-response rate to the 2020 census, and directly counted or assisted half a million New Yorkers, sending 7 million texts, making 4 million calls, and running ad campaigns in a record-breaking 27 languages.

THE PATH FORWARD

While the health and fiscal crisis has disrupted our lives and the city in unprecedented ways, the federal stimulus and a robust vaccination campaign are propelling New York City to recovery. In April, the City released its Recovery Budget, a historic stimulus-driven investment in our comeback that will drive economic growth, lift up small businesses, and ensure a clean and safe city for all.

This radical investment in working families bolsters our status as the public health capital of the world, invests in education and young New Yorkers, expands mental health recovery, brings back small businesses, launches the largest tourism campaign in history, promotes public safety and criminal justice, invests in a cleaner and greener future, and reimagines public space with Open Streets, Open Restaurants, and new bike lanes and greenways. In the coming months and years, we are ramping up investments to build the foundation for a stronger and fairer New York City.

As we make progress towards a recovery for all of us, we understand how crucial it is to remain grounded in the principles and values of OneNYC, while prioritizing investments in public health, neighborhoods, small businesses, infrastructure, and clean energy. Alongside our recovery goals, we continue to bend government to fight inequality — because this must be a city for everyone.

This is a path we must all travel together, leaving no one behind. New York City is a global beacon and OneNYC will continue to serve as a guide to confronting – and overcoming – the challenges faced not just by our city, but also our nation and the world.



A handwritten signature in black ink, appearing to read 'Ben Furnas'.

BEN FURNAS
Director, NYC Mayor's Office
of Climate and Sustainability

VD.1 Empower all New Yorkers to participate in our democracy

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
<p>VD.1.1 Expand voting rights and representation to bring more New Yorkers to the polls</p>	<p>Democracy NYC</p>	<p>In Progress / Funded</p>	<p>Over the past year, the City continued to advance voting information efforts. In close collaboration with the Civic Engagement Commission and other partners, DemocracyNYC produced and distributed multilingual graphics, Frequently Asked Questions (FAQs), op-eds, social media toolkits, and Public Service Announcements in 12+ languages. From September 2020 through February 2021, DemocracyNYC sent over one million text messages and made over 4,000 calls to New Yorkers to register to vote, promote poll worker opportunities, make a plan to vote, answer questions on where and when to cast their ballots, and conduct targeted follow up to voters regarding critical deadlines. In collaboration with the NYC Campaign Finance Board, DemocracyNYC convened and co-led an informal elections consortium of more than 30 voting advocates and good government groups. Through the consortium, members aligned messaging and amplified shared messages that voting-by-mail was a secure and convenient option in response to disinformation campaigns. DemocracyNYC is expected to hold a 2021 Student Voter Registration Drive with the Department of Education.</p> <p>The City also continued to advance community partnerships to promote voting. DemocracyNYC worked closely with DOHMH and other partners to ensure messaging about voting was consistent with public health advice and partnered with CitiBike who provided discounted rides on the 2020 General Election Day. In partnership with PEU and SBS, DemocracyNYC launched the Small Business Voter Registration Ambassadors Program (SBA) and recruited 33 small businesses to promote civic engagement. These 33 local businesses served as civic hubs for community residents to access voter registration forms, information about absentee ballots and early voting poll locations, and much more. DemocracyNYC launched a robust, citywide advertising campaign to promote early voting and vote-by-mail with paid advertisements on community and ethnic media, social media platforms, streaming television, and radio.</p> <p>DemocracyNYC also continued to prioritize educating New York City residents on Ranked Choice Voting (RCV) through its get out the vote (GOTV) outreach and communications work. This included educating New Yorkers on the new system of voting through voter workshops, phone banking efforts, Public Service Announcements, and an interactive ballot which was translated into 15 different languages.</p> <p>DemocracyNYC hosted multilingual voter education workshops that highlight the importance of participating in municipal elections and explain how RCV works. From its launch in January 2021 through start of March, DemocracyNYC had hosted ten RCV workshops and events in collaboration with agency and CBO partners, reaching nearly 200 New Yorkers live. The team also recorded and posted events that continue to reach New Yorkers, including: a DemocracyNYC/MOIA Bangladeshi Community Roundtable, a Black History Month Workshop, DemocracyNYC/Casita Maria Workshops in English and Spanish, and a Roundtable in Urdu co-hosted by CEC, MOIA, and Apna.</p> <p>DemocracyNYC also integrated RCV education into all of its programming. For example, RCV education was included in its Civics Week outreach in coordination with DOE. As of the start of March 2021, DemocracyNYC had engaged with 400 plus students and teachers on voter registration, the importance of local elections and RCV. Furthermore, DemocracyNYC and DOE continued to work with students who are designing and facilitating informational workshops on RCV for adults, including high-profile individuals in the City such as Deputy Mayor Thompson.</p> <p>In collaboration with RankedVote, DemocracyNYC also created a multilingual, interactive online tool that mimics the NYC ballot to help New Yorkers better understand how RCV works. The interactive ballot was translated into the top 15 languages spoken by the voter-eligible population: Spanish, Chinese (traditional and simplified), Russian, Bangla, Korean, Polish, French, Urdu, Arabic, Haitian Creole, Yiddish, Italian, Albanian, Greek, and Hindi. DemocracyNYC continued to working directly with community-based organizations to ensure they have customizable ballots in each of these languages.</p> <p>DemocracyNYC also collaborated with the Revson Foundation and Young Mer's Initiative (YMI) on two different grant programs that would provide funding to CBOs that could do RCV outreach in their communities. Revson will directly fund CBOs (they have over \$2 million in funds). YMI will source \$150k – 175k of funding through MWBEs that would contract CBOs to do RCV work and create content that could be translated and distributed to CBOs and other partners on the upcoming elections and RCV. Revson invited 16 organizations to apply for grant funds. DemocracyNYC recommended CBOs to Revson and would help with the selection process for the YMI funds. DemocracyNYC also aims to use a portion of this funding to create and translate content on RCV and the importance of local elections for ad placements, including potentially on bus shelters.</p> <p>Furthermore, DemocracyNYC created RCV materials that can be used by partners for digital and in-person outreach. For example, DemocracyNYC created a voter resource document translated into 14 different languages and made progress with the Campaign Finance Board to translate their RCV webpage into 10 additional languages.</p> <p>Lastly, DemocracyNYC continued working with MOIA on projects to commission artists to create meaningful content about the importance of voting in immigrant communities. This work was funded by an NYC Service 10K volunteer grant. DemocracyNYC also co-branded an RCV palm card with CEC (designed by City Graphics) that can be printed, shared with partners and distributed en masse both digitally and in-person. This will especially be important for New Yorkers with limited broadband access and digital literacy skills.</p>	<p>Register 20,000 students during the annual Student Voter Registration Drive</p>	<p>Completed</p>

VD.1 Empower all New Yorkers to participate in our democracy

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
VD.1.2 Expand opportunities for democratic engagement	CEC	In Progress / Partially Funded	<p>During the reporting period, the City continued to make progress on youth involvement in participatory budgeting, while adapting to the challenges posed by COVID-19. Mayoral Emergency Executive Order (EEO) 107 suspended CEC's charter-mandated deadline for citywide participatory budgeting (PB). The suspension covered the duration of the New York City COVID-19 emergency declaration. During this emergency, CEC continued to prepare for the eventual launch of citywide participatory budgeting and use CEC funding in 2021 to support "It's Our Money," CEC's youth demonstration PB project, a PB process designed by youth to empower youth to decide how to spend \$100k on five projects designed to meet their needs and interests. To facilitate this process, CEC launched an exciting new participatory digital platform: www.participate.nyc.gov. NYC is the first municipality in the United States to host a PB process on Decidim, an open source civic tech platform used in cities worldwide to promote direct democracy, resident consultations, strategic planning, and community driven policy proposals. Through this pilot program, CEC held 32 youth-lead virtual youth assemblies with nearly 400 youth participants. Ninety-six ideas were submitted by youth which led to 50 project proposal responses from interested community-based organizations. There have been 400 unique visits to the digital platform, with 332 unique accounts being created.</p> <p>CEC also launched its Poll Site Language Assistance Program, serving 11 languages at 102 sites in the Fall 2020 election. CEC also created translated voting rights Public Service Announcements and other collateral, in partnership with DemocracyNYC and others.</p>	Launch Citywide Participatory Budgeting	Partially Complete
VD.1.3 Lead a comprehensive effort to count every New Yorker, as part of the 2020 Census	Census	In Progress / Funded	<p>Over the past year, when it became impossible to conduct in-person outreach due to COVID-19, NYC Census quickly pivoted to digital outreach, which also allowed NYC Census to take advantage of the new ability for residents to complete the census online or by phone. NYC Census prioritized outreach through tactics that maximized the ability for New Yorkers to complete the census in the moment and confirm that they had completed it. Phone calls targeted historically undercounted communities and helped NYC Census build volunteer capacity, develop new messaging to adapt to outreach during a pandemic, and assist New Yorkers in completing the census.</p> <p>NYC Census also leveraged peer-to-peer texting, which enabled staff, partners, and volunteers to conduct targeted outreach easily and safely to a large universe of New Yorkers in a short amount of time. Texting also allowed NYC Census to send New Yorkers the link to the Census Bureau's website where New Yorkers could complete the census online. NYC Census also recruited and trained volunteers and CCF awardees to use a predictive dialer tool to call as many New Yorkers as possible, and to patch New Yorkers through to a Census Bureau phone line, where they could complete the census directly over the phone in up to 13 languages. Additionally, NYC Census recruited volunteers to partake in relational organizing, by setting up a "friends and family" outreach toolkit, containing all of the resources a volunteer would need to encourage their personal networks to fill out the census and get involved with the City's campaign.</p> <p>In addition to digital outreach, NYC Census coordinated safe, in-person outreach in low self-response neighborhoods. Staff and volunteers used tablets to assist New Yorkers in filling out their census forms in locations ranging from food and mask distribution sites, to parks and beaches. At key moments, the NYC Census Field Team supported NYC Test & Trace Corps to distribute masks and information about free COVID-19 testing. In addition, during the final stretch of the campaign, NYC Census also put together a paid canvassing operation which recruited, trained, and deployed paid contractors to safely conduct census intake door-to-door in target areas. This effort garnered more than 19,000 "completes" overall.</p> <p>Through all their outreach over the year, NYC Census was also able to refer constituents to other City services such as GetFoodNYC and free COVID-19 testing.</p>	Implement the City's initiatives to count every New Yorker in 2020	Completed
VD.1.4 Increase digital literacy and combat misinformation and digital hate speech that threatens democracy	Cyber, Democracy NYC	In Progress / In Planning	<p>During the reporting period, NYC Cyber Command (NYC3) coordinated protection of the 2020 elections against cyber threats in partnership with the NYC Board of Elections. This included working with the Board to ensure the security of their networks. NYC3 also continued to provide year-round planning, personnel and resources to support the NYC Board of Elections to improve the digital security of their IT infrastructure. During election periods, the NYC3 cyber teams take an active stance towards the security of the NYC Board of Election's IT environment, including by running the election cybersecurity war room and monitoring for digital threats to their IT infrastructure.</p> <p>In collaboration with the NYC Campaign Finance Board, DemocracyNYC convened and co-led an informal elections consortium of more than 30 voting advocates and good government groups. Through the consortium, members aligned messaging and amplified shared messages that voting-by-mail was a secure and convenient option in response to disinformation campaigns.</p>	Launch first set of public awareness campaigns to fight misinformation and leverage relationships with social media platforms to combat localized misinformation in run-up to 2020 elections	Completed

VD.1 Empower all New Yorkers to participate in our democracy

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
<p>VD.1.5 Empower the next generation of New Yorkers to become informed residents and activists</p>	<p>CCHR, DOE, DYCD, NYC Service</p>	<p>In Progress / Funded</p>	<p>Over the past year, the Civics for All curriculum was made available to all DOE schools. The second annual Civics Week, held in March 2020, included a Student Voter Registration Drive that registered approximately 30,000 students to vote, bringing the total number of students registered during Civics Week 2019 and 2020 to 47,875. Civics Week 2021 was held on March 8-12th, and all activities took place virtually. The Civics for All Partner Schools program continued in 100 schools.</p> <p>The City also continued efforts to engage and empower youth and elevate youth voice on social issues. In April 2020, DYCD launched the At Home platform to provide virtual programming for youth across the city, and as of February 2021, the platform has reached over 2,000 participants. Additionally, DYCD partnered with the Office for the Prevention of Hate Crimes (OPHC) on the DYCD Heroes Project to produce the Heroes Against Hate Comic Book. The project included images and storylines from youth battling discrimination in their communities. DYCD released youth-engaging virtual workshops including the My Brother's & Sister's Keeper Open Mic and Young Sharks. DYCD continued to provide virtual experiences, with partners such as Trinity Church Wall Street, who hosted a monthly "Freestyle Friday" where youth learned and discussed community issue topics such as Runaway and Homeless Youth, Youth Mental Health, and LGBTQI rights, as well as reshaping the historical narrative at the History and Action event in honor of Martin Luther King Day held in January 2021.</p> <p>DYCD's "Barbershop Talks" webinar series launched in June 2020. The inaugural two-hour session, Healthy Masculinity, continued the great interest in the topic from April's Denim Day event for Sexual Assault Awareness Month. Topics have focused on Men's Health, Mental Health, La Familia, Healthy Relationships, Young Men and Homelessness, Year in Review, and Personal Transformation. Each month, a group of guests knowledgeable about issues faced by men in NYC engaged in an organic discussion and responded to questions posed by virtual attendees. Institutional partners who have participated in the Barbershop Talks include DOHMH, ENDGBV, the Queens District Attorney's Office, and Metro Plus.</p> <p>Under the banner of the Youth for Equity and Solidarity Initiative (YES Initiative), CCHR hosted youth townhalls and student assemblies in response to anti-Black, anti-Asian, and anti-Semitic racism. In Spring 2020, CCHR launched Stories for All, a reading list curated by the Commission to highlight authors, characters, and stories that tackle the issues and experiences facing diverse communities. The list featured over 200 titles by authors and illustrators from different racial, ethnic, religious, LGBTQI, and disability communities, and explored everything from loving your hair and skin to gender transition to immigrant and refugee experiences. This reading list was intended as a reference guide for parents and educators for young people age pre-K through 12th grade. As access to libraries was curtailed during the pandemic, CCHR started "Storytime with CCHR," a series of readings that were shared across our social media platforms. In Fall 2020, CCHR's Amplify Youth Voice art exhibit created a platform for young New Yorkers to use their creativity to address issues around the COVID-19 pandemic and the call for racial justice across the city and the country. The final 17 pieces of art were made accessible through the Commission's website.</p> <p>Over the past year, the City also continued to foster civic leadership in NYC youth. DYCD established the "We the Youth, You the People!" youth-driven program and led virtual town hall series to create a youth agenda intended to inform the vision and priorities of youth development programs, policies, and practices that affect young people in the next Mayoral Administration. Comprised of 56 youth participants the "We the Youth Advisory Council," led the planning of each town hall. Five town halls with the following topics were programmed: Systemic Racism in August 2020; Mental Health in October 2020; Education Equity in December 2020; Jobs/Economic Opportunity in February 2021; and LGBTQ Rights/Women's Rights in April 2021. The town halls were made available on YouTube, Facebook, and Twitter, and each one has attracted between 3,000 to 10,000 viewers across all three platforms. DYCD also partnered with NYC Census to develop remote internships where young people from 30 federally funded youth workforce development programs earned wages while making an incredible 247,000+ calls to New Yorkers to remind them to complete the Census.</p> <p>DYCD's Summer Youth Employment Program: Summer Bridge 2020 partnered with DemocracyNYC to train participants between the ages of 17-24 on how to become Volunteer Leaders in their communities. The program worked with participants on a weekly basis to organize a local civic engagement project and provide access to workplace skills specific to City government, agencies, and organizing. The program brought in non-partisan speakers with a broad array of policy perspectives as part of the Democracy Summer Speakers Bureau. DYCD also worked with the NYC Civic Engagement Commission to promote the "It's Our Money," youth participatory budgeting project to DYCD staff and providers.</p> <p>CCHR also launched the Youth for Equity and Solidarity Council (YES Council) in September 2020. CCHR received nearly 200 applications and accepted 23 youth into its inaugural YES Council cohort for 2020-2021. Through these initiatives and youth-focused programs, CCHR staff reached and engaged more than 7,000 youth participants, youth service providers, parents, and school staff across the city.</p> <p>NYC Service's Youth Leadership Council program (YLC) provided resources and support to YLCs during the pandemic. The YLC program partnered with the "Fun At Home" workgroup (Children's Cabinet, MOCJ, GenerationNYC) to develop a website for youth to find resources and information to support themselves socially and academically while practicing social distancing. Several service projects (such as crafting COVID-19 masks, sharing information in the community for undocumented residents, and engaging peers in voter registration) were developed, and a media project (DocumentarNYC) was offered for youth to process where they are now as well as connect to other youth through Instagram posts.</p>	<p>Launch a three-session series for youth on the City Human Rights Law and Protections Against Discrimination Based on Race and Color. Launch the Students for Human Rights workshop. Civics for All: 600 Civics for All Ambassador teachers will be trained to implement the Civics for All Initiative in their schools during the summer of 2019 for the 2019-2020 school year</p> <p>NYPD will expand YLCs to 77 precincts by December 2020, covering every neighborhood precinct</p>	<p>Completed</p> <p>Completed</p>

VD.2 Welcome new New Yorkers from around the world and involve them fully in civic life

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
VD.2.1 Explore the reach of IDNYC	MOIA	In Progress / Funded	<p>With the onset of the COVID-19 pandemic, IDNYC worked with its partner agencies and organizations to communicate with and accommodate cardholders and applicants who could no longer come into physical locations. On March 20, 2020, all permanent IDNYC enrollment sites were temporarily closed and all homebound and Mobile Command Center (MCC) enrollments, as well as enrollment of public-school students in partnership with the Department of Education, were suspended. IDNYC enrollment sites have since re-opened and are offering services by appointment only.</p> <p>To further expand access, IDNYC celebrated its fifth anniversary by announcing the introduction of Braille embossing to the card beginning in January 2020. All new cards are embossed with “idnyc” to help IDNYC cardholders who are blind or have low vision and read Braille to identify and utilize the card. Cards without “idnyc” embossed in Braille may be replaced with a new card at no cost by visiting any Enrollment Center and requesting a replacement.</p> <p>On October 13, 2020, IDNYC resumed enrollment operations with limited capacity at select DOF locations in Brooklyn, the Bronx, and Staten Island. Additionally, since October 2020, IDNYC has hosted temporary enrollment at sites across the city, including at the Veterans of Foreign Wars Post 2348 in Astoria, Queens. IDNYC also partnered with several elected officials to deploy the MCC, with Assemblymember Victor Pichardo’s office in the Bronx from November 2 to November 6, 2020, and Councilmember Justin Brannan’s Bay Ridge Brooklyn office from November 30, to December 11, 2020. The MCC was also successfully deployed at the main branch of the Brooklyn Public Library at Grand Army Plaza, between October 13, and October 23, 2020, and between December 21, and December 31, 2020.</p> <p>IDNYC cards expire after five years, and with the celebration of IDNYC’s fifth anniversary in January 2020, the program launched a new online renewal platform to make it easier for cardholders who enrolled in 2015 to renew their cards in 2020 and beyond. Due to reduced capacities at IDNYC Enrollment Centers during COVID-19, IDNYC launched a renewal by phone team and extended the renewal period for all cardholders whose cards expired in 2020. The new renewal period runs through December 31, 2021. And for cards that expire in 2021, cardholders can renew within one year from the card’s expiration date.</p>	<p>Continuation of collaborations and integrations with other City agencies to utilize electronic data to support vulnerable populations, and expand utility and functionality of the IDNYC card</p> <p>Implement Smart Chip</p> <p>Launch IDNYC’s first ever renewal campaign</p> <p>Launch Middle School ID redesigned card</p>	<p>Timeline extended</p> <p>Reconsidered</p> <p>Partially Complete</p> <p>Partially Complete</p>
VD.2.2 Raise naturalization rates through targeted outreach and assistance	MOIA	In Progress / Partially Funded	<p>During the reporting period, MOIA ensured access to safe, quality, and linguistically responsive citizenship services for all immigrant New Yorkers through its flagship program NYCitizenship. NYCitizenship provided free citizenship application assistance, including screenings and full legal representation, as well as financial empowerment services. Through MOIA’s partnership with DSS/HRA, the program offered services to vulnerable populations, including seniors and those facing health and other disabilities. In 2020, NYCitizenship screened 1,454 clients, filed over 800 citizenship and 70 green card renewal applications accompanied by over 600 fee waivers, and provided legal referrals to 11 individuals. Of applications that were adjudicated in 2019, 88 percent were approved. If eligible, individuals also received assistance with fee waiver and disability waiver applications. All clients were provided with the opportunity to meet with a financial counselor that provided free and confidential counseling.</p> <p>In partnership with the Office for Economic Opportunity, MOIA engaged a research firm to conduct an evaluation of the NYCitizenship program. The evaluation looked at the program’s use of the navigator model and outreach strategies towards naturalization. The report was published in December of 2020 and found that the NYCitizenship program provided essential services to clients, who reported that they would not have otherwise been able to complete the naturalization process. The report also found that the Community Navigator model improved program efficiency by providing necessary staff support with linguistic fluency and allowing attorneys to focus on more complex cases that required additional attention.</p> <p>Given ActionNYC’s demonstrated success since launch in 2015, and the ever-increasing demand for free, high-quality immigration legal services throughout the city, MOIA and DSS/HRA partnered to embed the ActionNYC programs into the City’s civil legal services infrastructure. In November 2019, MOIA and DSS/HRA issued formal Requests for Proposal (RFPs) from organizations seeking to provide immigration legal services at Community Based Organizations (CBOs), public hospitals, public libraries, and public schools. In June 2020, after reviewing dozens of proposal responses, MOIA and DSS/HRA selected 22 immigration legal service providers, including consortium partners, across the five boroughs for awards totaling more than \$16 million to provide ActionNYC services under two and a half year contracts through June 30, 2023, followed by an optional three-year extension. This transition is intended to achieve greater administrative efficiency, advance the longevity and sustainability of these programs, and ensure they remain flexible in the face of changing immigration policies and evolving community needs.</p>	<p>Evaluate use of navigator model and outreach strategies through NYCitizenship</p> <p>Launch citizenship pilot to access effective outreach and engagement strategies to reach and assist eligible LPR New Yorkers in seeking citizenship at greater scale</p> <p>Work with the City and private funders to continue to fund NYCitizenship which reaches over 10,000 individuals a year seeking naturalization support</p>	<p>Completed</p> <p>Completed</p> <p>Reconsidered</p>

VD.2 Welcome new New Yorkers from around the world and involve them fully in civic life

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
<p>VD.2.3 Protect and provide resources to new and undocumented New Yorkers</p>	<p>MOIA</p>	<p>In Progress / Partially Funded</p>	<p>During the reporting period, MOIA continued to work with agencies to improve language access. In response to the COVID-19 pandemic, MOIA ensured DOHMH had adequate language access resources, advised that they translate materials into 25 languages, coordinated pro-bono translation resources, and ensured that DOHMH's glossary of translated terminology was distributed to the City's language services vendors to improve consistency and quality of translations. For the November 2020 election, MOIA transferred the poll site interpretation program to CEC, which provided interpretation in 11 languages across 25 early voting sites and 52 Election Day sites. MOIA also provided language access technical assistance to agencies, including developing and distributing guidance on how to provide interpretation for virtual events, how to improve website accessibility, and how to integrate language access into COVID-19 recovery planning. MOIA worked with many agencies to improve the accessibility of their websites and assisted agencies in providing rapid translations for critical materials. MOIA also launched its website translated in 10 languages by professional linguists. Compared to 2019, MOIA delivered nearly 170 percent more translations in 2020 across 49 languages and supported a nearly 600 percent increase in the number of calls requiring telephonic interpretation across 55 languages.</p> <p>In its oversight role, MOIA monitored and reported on progress of agencies covered by Local Law 30 (LL30). In 2020, MOIA submitted its third LL30 report to City Council and coordinated and reviewed agency annual reports on LL30 implementation. Agencies covered by LL30 must have language access coordinators, language access implementation plans, and language services contracts in place. Agencies have sought to improve the way they provide language access by procuring additional contracts, hiring additional staff, or centralizing staff to provide better internal oversight of language services.</p> <p>MOIA continued to make accessible English language learning tools through the We Speak NYC website and conversation program. We Speak NYC (WSNYC) is a free English language learning program that helps immigrant New Yorkers learn English and practice conversation skills through content-based, civic-focused instruction, videos, and education materials. The program also supports the Adult ESOL Education field by creating free resources for educators, program managers, and practitioners alike. All tools can be accessed online through the program's website, which has expanded WSNYC's reach to immigrant New Yorkers beyond the traditional classroom. During the COVID-19 pandemic, WSNYC has aided and brought together many learners and educators promoting self-study, knowledge of COVID-19 relief services, and communal learning through online conversation classes and webinars with best practices on remote learning. WSNYC worked with CUNY to create materials addressing multi-level needs that speak to most participants coming to classes. The program piloted "Plan: Beginner," an alternative approach to the conversation structure that utilizes a guided strategy to engage learners who are at a beginner level. Following the pilot's success, added information to "Plan: Beginner" on introductory digital components that can help facilitate a learner's experience and overall knowledge of technology. WSNYC also collaborated with CUNY to build out workforce lesson plans focused on interviewing, resume building, and professional development skills featured in episodes. Finally, WSNYC collaborated with New Women New Yorkers (NWNKY) and CUNY on the initiative We Speak, We LEAD. This program supports immigrant women in attaining meaningful employment in a field that interests them, creating a pipeline into workforce development and higher education. In 2019-2020, WSNYC organized a total of 27,749 classes, engaged 5,540,579 English language learners, and trained 240,154 new volunteer facilitators.</p> <p>In August 2019, the City launched NYC Care, a health care access program to provide uninsured New Yorkers with access to quality and affordable health care regardless of immigration status or ability to pay. NYC Care guarantees low and no-cost services to New Yorkers who do not qualify for or cannot afford health insurance through H+H. The program provides New Yorkers with affordable access to a primary care provider, specialty care, prescriptions, and a 24-hour customer service helpline. Given the barriers to health access that exist for immigrant New Yorkers, MOIA partnered with H+H to enlist the support of a group of trusted community-based organizations (CBOs) in community outreach. NYC Care outreach CBOs worked to ensure community members felt comfortable connecting with the program and assisted community members through the enrollment process. The COVID-19 pandemic had a devastating impact on immigrants and people of color, and it is critical that the MOIA close the gaps that prevent these communities from accessing quality and affordable healthcare. As of December 31, 2020, NYC Care CBO outreach partners reached more than 173,000 community members and the program enrolled over 30,000 New Yorkers across all five boroughs. As of December 31, 2019, NYC Care outreach partners reached more than 22,000 unique community members and enrolled approximately 10,000 New Yorkers in the Bronx.</p> <p>MOIA continued to monitor and act against the Trump Administration's assault on NYC's immigrant communities including public charge, attempts to make naturalization harder, to force certain immigrants through expedited removal proceedings, and to attack asylum-seekers and refugees. To address these issues in 2019, MOIA funded a new \$1 million rapid response initiative in partnership with New York State to address the legal services needs of New Yorkers facing imminent deportation. MOIA also coordinated and conducted public education campaigns, such as Know-Your-Rights, community outreach, and public awareness campaigns to help combat fear and misinformation among immigrant communities that may be caused by some of these federal changes and from increased enforcement. MOIA also engaged in sustained multi-agency and multi-city federal advocacy and supported litigation against illegal and unconstitutional federal changes, such as the City's ongoing litigation against public charge.</p>	<p>Increase English language learning tools through We Speak program: solidify language access expansion consistent with LL30 across city agencies; transfer poll-site interpretation initiative to civic engagement commission</p> <p>Launch and complete initial push for NYC Care enrollment across two-three boroughs. Advise on NYC Care program development</p> <p>Monitor federal policy changes that impact communities such as public charge: ensure city readiness to respond and conduct outreach campaign to connect communities to information and legal services</p>	<p>Completed</p> <p>Completed</p> <p>Partially Complete</p>

VD.3 Promote justice and equal rights, and build trust between New Yorkers and government

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
VD.3.1 Bring together residents, agencies, and community-based organizations to initiate system-wide solutions and increase trust	MOCJ	In Progress / Call for Action	<p>In March 2021, the City Council passed the Resolution on Police Reform. This Resolution built on the proposals outlined in the City's Police Reform and Reinvention Collaborative draft plan, which was developed through a months-long engagement process spanning nearly 100 meetings and town halls seeking testimonies from stakeholders across the city. The plan outlines initiatives the City commits to launching this year in efforts to confront and combat the legacy of racialized policing and advance accountable policing that is implemented equitably, without regard to race, gender, ethnicity, sexual orientation, religion, or immigration or socioeconomic status.</p> <p>Resident stakeholder teams for each of the Mayor's Action Plan for Neighborhood Safety's (MAP) 15 developments met regularly with each other and partners to identify and address local issues. Local Neighborhood Stats (NStat) 2019-20 included a participatory budgeting opportunity that invited a wider network of residents to propose and vote on ideas for spending \$30,000 at each MAP site to improve community safety and well-being. Communities submitted over 6,000 ideas and cast more than 9,200 votes. MAP recently held a citywide digital NStat Summit to connect residents and policymakers to a shared vision of emerging challenges and potential solutions in health and wellbeing, safety and justice, economic stability, physical space, and youth development. Residents and agency leaders are expected to meet through a series of working groups for each of these priorities from February through May of 2021, leading to a collective Action Agenda.</p>	Convene local NSTAT meetings led by community stakeholder teams	Completed
VD.3.2 Invest in communities working to end gun violence in New York City	MOCJ	In Progress / Funded	MOCJ continued to partner with New Yorkers to develop and implement investments in community and evidence-based strategies to prevent gun violence. Community safety programming within MOCJ's anti-violence Crisis Management System (CMS) was expanded in East Harlem (25th precinct), the Bronx (47th precinct), Coney Island (60th precinct), and Southeast Queens (105th precinct). With the additional funding, each provider was able to hire additional street outreach staff to broaden their reach and extend services and resources to individuals outside of their primary service areas.	Partner with New Yorkers to develop and implement investments in community- and evidence-based strategies to prevent gun violence	Completed
VD.3.3 Advance diversity in leadership roles	CEC, CGE, DCLA	In Progress / In Planning	<p>Over the year, CGE took steps to advance diversity in leadership roles. CGE met with agency partners including CEC, the Mayor's Office of Appointments, DemocracyNYC, and the Community Affairs Unit to discuss and determine next steps in developing the Borough Civic Academies leadership curriculum, identify external partners, and establish a timeline for the Borough Civic Leadership Academy. However, due to COVID-19 budget constraints, the Borough Civic Leadership Academies project was postponed until staffing and financial resources become available.</p> <p>This year, CEC launched a volunteer management program to offer opportunities for diverse New Yorkers to become volunteer leaders and receive training to facilitate workshops and events related to the Commission's programs. Volunteer leaders collected critical community data and user feedback for the Commission's initiatives. This program also targets outreach to and inclusion of limited English proficient communities.</p> <p>During the reporting period, DCLA offered free, equity-centered professional development to 49 diverse, emerging cultural leaders as part of the CreateNYC Leadership Accelerator, in partnership with the CUNY School of Professional Studies. Due to budget cuts and staff capacity, DCLA has suspended the program for FY20-21; however, the program is expected to relaunch the following year.</p>	Develop Borough Civic Leadership Academy curriculum and host a least one Academy Session per borough	Reconsidered
VD.3.4 Advance gender equity by engaging diverse stakeholder groups	CGE	In Progress / Budget Neutral	CGE launched the 2020-21 Gender Equity Campaign, "Show Up for Gender Equity," and joined the "Stand Up Against Street Harassment" campaign in partnership with L'Oreal Paris, Hollaback!, and ENDGBV to train 20,000 New Yorkers in bystander intervention. As a part of the 2020-21 "Show Up for Gender Equity" campaign, CGE released a series of tip cards with information, tools, and resources on how New Yorkers can promote gender equitable practices in their communities, homes, workplaces, and schools. "The Show Up for Gender Equity" tip cards are available on CGE's website in five languages. CGE also hosted a town hall on Gender Equity and COVID-19 recovery and released a citywide survey to assess the effect COVID-19 has had on the daily lives of New Yorkers, with an emphasis on gender equity.	Launch the 2020-2021 Gender Equity Campaign, "Stand Up for Gender Equity," and implement programs citywide to increase engagement of men and youth as gender equity advocates and partners	Partially Complete
VD.3.2.5.2B Implement a regular citywide method of surveying resident sentiment	MOCJ	In Progress / Funded	MOCJ, in partnership with the John Jay College Research and Evaluation Center, contracted with vendors to administer panel surveys in pilot New York City neighborhoods, including those with Mayor's Action Plan for Neighborhood Safety (MAP) and/or OPGV sites, to measure resident sentiment, participatory action research, and social media analysis. Additionally, a data visualization tool was developed to integrate these data sources. The goals of this initiative were to identify and develop metrics for social determinants, develop feedback mechanisms between government and impacted communities, and build a rigorous evidence base to support community investments and initiatives.	Continue to collect relevant data and incorporate an additional survey methodology	Partially Complete

VD.3 Promote justice and equal rights, and build trust between New Yorkers and government

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
VD.3.2.5.1D Reduce incarceration by examining risk, needs, programming, and system flow	MOCJ	In Progress / Budget Neutral	<p>The updated Criminal Justice Agency (CJA) Release Assessment was launched in November-December 2019 for citywide use. Following the launch, the City has continued to assess and engage in validation of the release assessment. In the wake of COVID-19, the City launched an initiative that resulted in an unprecedented decarceration effort that brought the City to record-low levels for the jail population.</p> <p>The City continued to fund and support programs to reduce the jail population, including expanded funding for supervised release, alternatives to incarceration, community-based re-entry services, and transitional housing. The City has also continued the plan to close the jails on Rikers Island, and passed a zoning change to ban the use of incarceration on the Island by 2027. This date is when the new facilities are scheduled for completion, allowing the closure of the Rikers Island jail complex. In conjunction with the Council, an Advisory Committee will be appointed to reimagine a future use of Rikers with a public benefit for all of New York City.</p>	Complete the launch of the release recommendation tool	Completed

VD.4 Promote democracy and civic innovation on the global stage

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
VD.4.1 Provide global leadership on climate, migration, and other shared challenges	CPP, Int'l Affairs	In Progress / Budget Neutral	<p>Throughout the year, International Affairs (Int'l Affairs) continued to participate in key stakeholder engagements to showcase the City's leadership in addressing global challenges. In July 2020, the Commissioner presented NYC's initiatives at UN-Habitat's expert group meeting on city needs for urban monitoring. In November 2020 and January 2021, Int'l Affairs colleagues joined UN DESA's Voluntary Local Review (VLR) workshops and highlighted NYC's VLR experiences with global partners. In August 2020, colleagues also presented during UNDP Brazil's workshop on VLRs. Similarly, the Commissioner moderated a panel conversation with Brookings and the United Nations Foundation on American leadership in advancing the Sustainable Development Goals (SDGs) in September 2020. The Commissioner also spoke at several high-level engagements during the United Nations High-Level Political Forum and General Assembly to share NYC's experiences and commitment to sustainability with global audiences.</p> <p>The City also continued to deepen partnerships with other cities as well as global and national climate networks, including C40, ICLEI, Climate Mayors, the Climate Group, Carbon Neutral Cities Alliance, and others. Partnerships included co-creating initiatives to encourage broader climate action, co-hosting events to support knowledge-sharing, and co-developing ambitious strategies as the world gears up for COP 26. In May 2020, the City joined C40 and global mayors in adopting a set of principles to shape a healthy, equitable, and sustainable recovery from the COVID-19 crisis. The City partnered with the City of London and C40 to develop the Divest/Invest declaration, in which signatory cities commit to taking actions to divest from fossil fuels and invest in climate solutions. At its September launch, the declaration had garnered 12 signatory mayors from global cities, representing 36 million residents and over \$295 billion in assets. Through the rest of the reporting period, CPP continued to recruit additional cities to commit to the declaration and to divest/invest actions. The City also partnered with the City of Pittsburgh to introduce and pass a resolution at the U.S. Conference of Mayors, encouraging fossil fuel divestment by cities and climate investment to support a green recovery and a just transition. The City also continued its engagement with the federal government, to advocate for an ambitious national climate agenda. The City worked closely with national and international networks to begin planning for COP 26, aiming to bolster additional commitments from other cities and set the stage for an ambitious international climate agreement.</p>	Submit a Voluntary Local Review of NYC's progress towards reaching Sustainable Development Goals	Partially Complete

VD.4 Promote democracy and civic innovation on the global stage

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
<p>VD.4.2 Leverage the SDGs as a framework to share sustainability challenges and solutions</p>	<p>Int'l Affairs</p>	<p>In Progress / Budget Neutral</p>	<p>In 2018, NYC launched its first Voluntary Local Review (VLR), a report that allows subnational governments to share their progress towards the Sustainable Development Goals (SDGs) directly with the United Nations (UN). During the UN General Assembly in September 2019, NYC launched the VLR Declaration, enabling subnational governments to formally commit to reporting on their SDG progress. At the time of its launch, 22 subnational governments signed onto the declaration. As of April 2021, 218 local governments are a part of the VLR movement. These governments represent nearly every region of the world, highlighting the impact of the VLR on a global stage.</p> <p>Through the Global Vision Urban Action (GV UA) and Connecting Local to Global initiatives, International Affairs (Int'l Affairs) facilitated webinars that explored key thematic issues and brought together a mixed group of stakeholders. In May, the office hosted a webinar that explored that challenges of COVID-19 on public health. As a part of the United Nations High-Level Political Forum in July, Int'l Affairs brought together high-level representatives to discuss the utility of the SDGs and VLRs in COVID-19 management and recovery for local governments. During the United Nations General Assembly in September, Int'l Affairs hosted a similar conversation focused on local actions towards the SDGs. In December 2020, the office wrapped up the year by bringing together leading actors across the public and private sectors to reflect on the Paris Agreement and actions to protect our planet.</p> <p>The City also continued to work with the Center for Sustainable Business (CSB) at New York University's Stern School of Business on the 'Invest NYC SDG Initiative' to spur private sector engagement and investment in projects that support OneNYC2050, advance the United Nations Sustainable Development Goals (UN SDGs), and the development of a sustainable urban economy in New York City. The impact of COVID-19 shaped the development of the Initiative's portfolio of projects. Some of the projects currently under development include the Equitable Commute Project to provide 10,000 lower-income essential workers with sustainable commuting options, including e-bikes, bikes, and e-scooters; a project to support the local manufacturing and use of low-carbon concrete that reuses glass waste as an emissions-reducing, high-performance ingredient in sustainable concrete; a project to advance energy-efficiency retrofits in New York City by facilitating Property Assessed Clean Energy (PACE) lending, beginning with the development of a public database of buildings subject to emission limits and penalties that can serve as a tool to guide outreach and accelerate compliance with Local Law 97; a project to accelerate the growth of NYC's sustainable food economy through the development of both commercial-scale and pilot projects for innovative, sustainable and equitable food production and distribution in NYC; and a project to identify opportunities to accelerate development of renewable energy in New York City via innovative financing of solar and investment in new geothermal technologies.</p>	<p>Submit a Voluntary Local Review of NYC's progress towards reaching Sustainable Development Goals</p>	<p>Partially Complete</p>
<p>VD.4.3 Empower students to lead on the global stage</p>	<p>CCHR, Int'l Affairs</p>	<p>In Progress / Funded</p>	<p>This year, CCHR launched its Youth for Equity and Solidarity (YES) initiative and council to provide youth with a platform to discuss how bias and discrimination impacts them and their communities. The initiative provides trainings and workshops to NYC youth, including Resisting Oppression and Racism, or ROAR, Be Loud Be Proud, Students for Human Rights, and Black Diaspora Students' Circle. The initiative includes partnerships with DOE schools in need of programming to help address racial tension and conflict between peers, and provides support for school staff, faculty, and administrators who are working to better serve their students. CCHR partnered with DYCD and DOE to bring anti-racism trainings and workshops to youth, service providers, and City employees operating youth spaces.</p> <p>CCHR also provided ongoing youth programming for LGBTQI+ youth in partnership with school Gender and Sexuality Alliances (GSAs) and DOE. CCHR also presented programming at the DOE's SWAG event to work with gender equity liaisons in schools and participated in the GSA Summit in February 2021. CCHR began offering gender-based harassment trainings geared towards middle and high-school-aged students and youth focusing on employment and public accommodations. This workshop was conducted throughout the summer and fall of 2020.</p> <p>In the fall of 2020, CCHR began the Amplify Youth Voices Art Exhibit. Stories for All – A Human Rights Reading List and Storytime with CCHR debuted in spring/summer 2020. Throughout the COVID-19 pandemic, CCHR held multiple youth townhalls, student assemblies, and workshops across all boroughs to address rising needs of youth communities and calls for racial justice. CCHR increased its previous Fiscal Year 2019 total outreach around youth-focused work from 7,000 to nearly 13,400 in Fiscal Year 2020.</p> <p>In April 2021, CCHR launched the May We Know Our Own Strength art installation with Public Artist in Residence (PAIR) artist Amanda Phingbodhipakkiya and another youth focused art collaboration with PAIR artist Andre Wagner. The May We Know Our Own Strength project is an interactive art installation, created by the PAIR artist, and informed by youth leaders. The project allows New Yorkers of all ages to share their stories of harassment to create a powerful physical and virtual art installation.</p> <p>In January 2021, the City announced the 6th cohort of the NYC Junior Ambassadors program, focused on empowering 7th graders in all five boroughs of New York City to become actively engaged with the United Nations and its mission of addressing the most pressing challenges in the world. This will be the first fully virtual cohort, with more than 500 seventh-grade students and educators from 15 schools representing all five boroughs of New York City.</p>	<p>Increase the number of participants (educators, students, community members) across the five boroughs</p>	<p>Completed</p>

Inclusive Economy

IE.5 Grow the economy with good-paying jobs and prepare New Yorkers to fill them

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
IE.5.1 Diversify the City's economy and broaden access to good-paying jobs	EDC, WKDEV	In Progress / Partially Funded	<p>Over the reporting period, EDC approved or continued progress on various projects that aim to diversify the city's economy. In August 2020, EDC announced the selection of Steiner Studios to build a 500,000 square foot film and TV studio at the Made in NY Campus at Bush Terminal. This project is expected to create 1,800 construction jobs and 2,200 permanent jobs. Construction also restarted on the Made in NY Campus Garment Hub and public realm improvements, after a pause due to the COVID-19 crisis. In January 2021, NYSERDA announced an award of funds to transform the South Brooklyn Marine Terminal into a port for offshore wind development, building on \$57 million in committed City funding.</p> <p>In January 2021, EDC also announced four winners of infrastructure grants totaling \$38 million as a part of LifeSci NYC, a \$500 million commitment to help establish New York City as the public health capital of the world. The awards will fund applied research and development (R&D) facilities at four of NYC's leading scientific research institutions—Columbia University, Montefiore-Einstein, the New York Stem Cell Foundation, and Rockefeller University. Each facility will be dedicated to facilitating partnerships between New York's leading academic scientists and biotech and pharmaceutical companies, with the ultimate goal of advancing innovative treatments for patients and growing the local industry.</p> <p>The City also made announcements to address pandemic response, including a \$20 million investment to create to a local institution, tentatively called the Pandemic Response Institute (PRI), that will serve as a hub to prepare for and respond to future health emergencies in New York City. The City also launched the Pandemic Response Lab (PRL), a facility dedicated to processing COVID-19 tests within 24-48 hours for NYC Health + Hospitals.</p> <p>In fall 2020, EDC, on behalf of the City, kicked off a rapid test competition seeking to identify companies developing innovative molecular or antigen rapid tests that can deliver results quickly, reliably, and at scale. As a result of that competition, Columbia was awarded \$164,000 to support additional studies of an at-home rapid antigen test, which would deliver results in about 10 to 15 minutes.</p> <p>In December 2020, the NYC Neighborhood Capital Corporation (part of EDC) closed a \$10 million New Markets Tax Credit transaction with the Community Healthcare Network (CHN). CHN is a NYC healthcare provider that runs 14 community health clinics across the City, serving more than 80,000 primarily low-income New Yorkers. The Project finances a new 15,000 square foot health clinic in downtown Jamaica, Queens, that will serve 11,000 people annually.</p> <p>In the second half of 2020, EDC signed seven new leases and five renewals or expansions of existing tenants. The signed leases include tenants in garment manufacturing, woodwork, mattress-making, architecture, PPE, bicycle repurposing, A/C manufacturing, packaging/distribution, engraving, art storage, and others.</p>	<p>All CyberNYC workforce programs underway, including the first LaGuardia Community College-supported Cyber Boot Camp cohort</p> <p>Release RFEI for Hunts Point Produce Market redevelopment and select developer</p>	<p>Completed</p> <p>Completed</p>
			IE.5.2 Strengthen and expand the capacity of adult education in a connected workforce system	DOE, DYCD, WKDEV	In Progress / Partially Funded

Inclusive Economy

IE.5 Grow the economy with good-paying jobs and prepare New Yorkers to fill them

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
IE.5.3 Integrate human capital investment into all City initiatives	DCAS, WKDEV	In Progress / Budget Neutral	<p>In partnership with elected officials and community-based organizations, DCAS hosted virtual Civil Service 101 information sessions and participated in virtual career fairs for low-income residents interested in entry-level City jobs. From April 2020 through January 2021, DCAS participated in close to 50 such events with over 2,100 participants. At these sessions, information was provided about different job opportunities available in the City, how to navigate the job board, how to apply for City jobs, and the overall examinations process.</p> <p>In August 2020, the City announced the Community Hiring economic justice plan. This included new Project Labor Agreements with the building trades unions and a push for State legislation in Albany that would enable the City to require contractors to hire low-income individuals and residents of low-income communities. This plan is estimated to provide 1,300 construction jobs for every \$1 billion in construction for low-income communities, leading to an estimated \$1 billion in wages and benefits for target communities during the first full year of the program.</p>	Increase the number of New Yorkers from underrepresented groups connected to construction jobs created by City investments	Partially Complete
				Increase the number of New Yorkers without a college degree who are connected to entry-level City job opportunities and apprenticeships	Completed
IE.5.4 Support the growth and retention of small businesses	SBS	In Progress / Budget Neutral	Over the year, SBS continued to work to support the growth and retention of NYC's small businesses, particularly those impacted by COVID-19. SBS connected approximately 5,000 small businesses to over \$130 million in local, state, federal, and philanthropic funding. SBS fielded over 55,100 individual calls to the small business hotline. In response to the COVID-19 pandemic, SBS launched the personal protective equipment (PPE) marketplace, where 34 percent of suppliers were Minority- and Women-Owned Business Enterprises (MWBs). To help businesses open safely under the Open Restaurants program and avoid costly fines and penalties, SBS expanded no-cost compliance consultation services. SBS launched the Training for Your Employees program, a new resource to provide business owners and their employees with training in digital literacy, marketing tools, online security, and COVID-19 safety. SBS also continued to work with regulatory agencies and other stakeholders to prioritize the collection and field validation of federal employer identification numbers (EINs), and continued to engage the New York State Department of Labor on how they can assist with EIN verification.	Implement the collection of a unique business ID, the Federal Employer Identification Number (EIN), at 3 City agencies that regulate businesses. Implement a method of verifying EINs to ensure accuracy	Partially Complete
IE.5.5 Invest in the space for equitable growth	DCLA, DCP, EDC	In Progress / Partially Funded	The Affordable Real Estate for Artists (AREA) initiative was placed on hold. Agency partners are in the process of evaluating potential AREA sites, including developments in The Bronx (Spofford) and Brooklyn.	Begin public review process for Gowanus neighborhood rezoning proposal	Timeline extended
				Complete 80 units of affordable artist workspace as part of the AREA initiative	Timeline extended
				EDC will finalize the first anchor lease agreement for a new development under the Office Anchor Strategy in East New York	Partially Complete
IE.5.4.S.4.1 Economic Recovery 1. Launch Business Recovery and Resiliency Programs	MOR, SBS	In Progress / Funded	Over the year, SBS provided essential resiliency workshops, risk assessments, and grants to thousands of business across NYC. SBS conducted resiliency workshops in neighborhoods throughout NYC with a total of 1,187 participants. They also performed individual on-site risk assessments for 560 businesses and provided implementation grants after each assessment. Risk assessments were finalized in December 2019, though SBS continued to distribute grants to beneficiaries following that date. More than 342 businesses had received grants as of February 2021. SBS contracted with the Center for NYC Neighborhoods (CNYCN) to expand the FloodHelpNY website to include dedicated resources and customized flood risk profiles for small businesses.	Develop online business resiliency resources	Partially Complete
				Enhance existing resiliency education offerings with latest developments in business community	Partially Complete
				Enhance existing resiliency education offerings with latest developments in business continuity	Partially Complete
				Establish Business Resiliency Steering Committee	Timeline extended
				Steering Committee aligns on a short list of most valuable resiliency measures (with the highest expected Return on Investment)	Timeline extended
IE.5.4.S.15.5 Food Supply 5. Continue to support the FRESH program to increase the number of full-line grocers in underserved neighborhoods	EDC	In Progress / Funded	The City's Food Retail Expansion to Support Health (FRESH) program brings healthy and affordable food options to communities by lowering the costs of owning, leasing, developing, and renovating supermarket retail space. EDC completed two supermarket projects in FY 2020. Another three were approved for FRESH benefits as of February 2021. And in March 2021, to help continue to expand the FRESH program, DCP proposed updates that will encourage the development and retention of stores that provide fresh fruits, vegetables, meats, and a full range of grocery products in more communities and in underserved neighborhoods.	Approve additional projects for FRESH benefits and open approved stores	Completed
				Close on a first ASTEP for food retail deal	Timeline extended

Inclusive Economy

IE.6 Provide economic security for all through fair wages and expanded benefits

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
IE.6.1 Aggressively enforce fair wages and working conditions	DCWP, NYC Opportunity	In Progress / In Planning	<p>Agencies citywide continued its work to enforce fair wages and working conditions and ramped up efforts in response to the COVID-19 crisis.</p> <p>DCWP continued to support legislation providing Paid Personal Time to workers, but City Council has not yet called up this measure for a vote. The alternative dispute resolution program was placed on hold due to COVID-related constraints and staff capacity.</p> <p>In June 2020, NYC Opportunity, HRA, and the Mayor’s Fund to Advance New York City launched the Restaurant Revitalization Program (RRP). RRP provides up to \$30,000 each to restaurants affected by COVID-19, to be used to pay wages of \$20/hour to subsidized employees for up to 12 weeks. It promotes equity by supporting restaurants that commit to paying a full minimum wage with tips on top over the next 3-5 years; to advancing race and gender equity; and to providing free meals to vulnerable community members.</p> <p>NYC Opportunity also launched a web application in response to the New York State COVID-19 paid sick leave law, which offers job protection and paid sick leave for people who missed work due to having tested positive for COVID-19 or having symptoms of COVID-19. The application is used by the DOHMH call center to issue COVID isolation orders and quarantine orders for callers seeking sick leave benefits. More than 40,000 New Yorkers received orders since the launch of the application in April 2020 through February 2021.</p>	Implement and begin enforcing first-of-its-kind paid personal time protection for workers	Timeline extended
IE.6.2 Guarantee access to lifeline benefits	HRA, NYC Opportunity	In Progress / Funded	<p>Over the reporting period, NYC Opportunity progressed the Baby's First Years study. The study completed its milestone of two years of data collection on child development for 295 mothers and their newborns in low-income households receiving a child allowance since 2018. From April 2020 through February 2021, the study distributed \$1.04 million to participating families, released baseline study data on the newborns to the public, completed data collection for children at one year of age, and began collecting data on children as they turned two. The study adapted to COVID-19 with phone-based screening in the spring of 2020 and added an additional year of cash assistance and data collection to offset delays.</p> <p>Through COVID-19, the NYC Opportunity adapted in various ways to ensure continued access to benefits. NYC Opportunity upgraded ACCESS NYC, the safety net “front door” that helps New Yorkers identify, screen for, and prepare to apply for public benefits to make the site easier to use and also include information about health, safety, and obtaining benefits during the pandemic. Use of the ACCESS NYC site more than tripled during the pandemic. NYC Opportunity’s Enterprise Data Solutions team played an integral role in supporting the City’s emergency COVID-19 operations through data. The team built multiple platforms to enable secure, privacy-based data integration, exchange, and analytics across agencies. This work supported live person and automated service calls to thousands of high-risk residents; delivery of meals to nearly one million households from the start of the pandemic; and the delivery and installation of free air conditioners for nearly 75,000 low income senior citizens. NYC Opportunity’s Technology and Product team launched a web application in response to NYS COVID-19 paid sick leave law, which offers job protection and paid sick leave for people who missed work due to having tested positive for COVID-19 or having symptoms of COVID-19. The application is used by DOHMH call centers to issue COVID-19 isolation orders and quarantine orders for callers seeking sick leave benefits. More than 40,000 New Yorkers received orders since the launch of the application in April 2020.</p> <p>At the onset of the pandemic, HRA requested and was granted state waivers which allowed the agency to rapidly deploy an online platform to make Cash Assistance and emergency rent arrears grants available online. This followed the successful, effective blueprint HRA had developed as it pioneered remote/mobile access to SNAP/Food Stamps via its ACCESS HRA platform before the pandemic. This quick pivot ensured that New Yorkers in need could apply for and access essential benefits while also being able to stay at home.</p>	Launch two-year data collection process for the study on the impact of child allowances on child development	Completed
IE.6.3 Address high living costs and debt loads	DCWP, NYC Opportunity	In Progress / Partially Funded	<p>Between May 2020 through the start of 2021, the Department of Consumer and Worker Protection (DCWP, formerly DCA) provided financial counseling to 1,616 student loan borrowers.</p> <p>DCWP released a series of three reports about communities who are most vulnerable to student loan debt and/or are vulnerable to predatory targeting by for-profit schools. These three communities include Veterans, Black borrowers, and borrowers with low-income.</p>	<p>Continue to expand respite and supplemental services to unpaid caregivers of older adults, people with disabilities, and persons with dementia</p> <p>Release three briefs highlighting populations vulnerable to student loan debt distress: students from families with low incomes, students of colors, and veteran students</p>	<p>Completed</p> <p>Completed</p>

Inclusive Economy

IE.7 Expand the voice, ownership, and decision-making power of workers and communities

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
IE.7.1 Increase Economic Opportunities for Minority- and Women-owned Business Enterprises	MWBE	In Progress / Call for Action	During the 2020 fiscal year, MWBE increased contract awards to M/WBEs under the OneNYC program to \$3.9 billion in contracts from Mayoral and non-Mayoral agencies. Over \$17 billion in contracts had been awarded to M/WBEs since fiscal year 2015 through the end of fiscal year 2020.	Award \$13.75B to MWBEs	Completed
IE.7.2 Leverage the buying power of anchor institutions to strengthen local economies	MWBE, SBS	In Progress / Partially Funded	Over the year, SBS has begun to confirm commitments from large anchor institutions to support the survival and recovery of MWBEs and small businesses in NYC's highly COVID-impacted neighborhoods. The anchor institutions will range from a variety of sectors including financial, food, construction, higher education, utilities, manufacturing and industrial, healthcare, and tech. The specific commitments from the anchor institutions will be unique to each firm. SBS anticipates launching the anchor initiative in the second quarter of 2021.	Launch at least two place-based anchor networks that commit to increasing supplier diversity	Partially Complete
IE.7.3 Increase employee-ownership to produce value for working New Yorkers	DMSPI, SBS	In Progress / Partially Funded	Over the year, the City launched the Owner to Owners Business Transition Hotline to provide technical assistance and support for business owners exploring conversions to employee ownership for business recovery, job retention, and succession planning. The City also continued designing sector-based interventions to seed and accelerate employee ownership and developing municipal cooperative business education to support business owners and deepen knowledge of employee ownership conversions at scale.	Codify and announce strategy, including key milestones and benchmarks, and launch first initiative	Completed
IE.7.4 Leverage City-owned assets to protect community wealth and generate housing assets	HPD	In Progress / Partially Funded	<p>The City's Tenant Interim Lease (TIL) Program assists organized Tenant Associations in City-owned buildings to develop economically self-sufficient low-income cooperatives where tenants have the opportunity to purchase their apartments. In December 2020, HPD oversaw the disposition of four Tenant Interim Lease (TIL) properties to tenants. During the reporting period, HPD advanced pre-development work on additional 53 assigned buildings, monitored construction on 23 disposed buildings, and converted one disposed property to co-op in May 2020.</p> <p>HPD has also established a pipeline of projects on Community Land Trusts (CLT) that total more than 1,000s units that have either closed or are in some stage of planning or predevelopment. Most of these units would be on City-owned land. Some of these projects are seeking Article XI tax exemptions, Urban Development Action Area Program (UDAAP) approvals, or Uniform Land Use Review Procedure (ULURP) approvals and will close in the coming years. Additionally, HPD plans to issue a request for expressions of interest (RFEI) in 2021 to identify groups to establish a CLT in Edgemere, Queens that will facilitate the creation of affordable homeownership opportunities and public open space on City-owned land.</p>	Continue construction for existing buildings in pipeline	Partially Complete
				Continue ongoing work in TIL program to assign all remaining buildings to a developer under ANCP	Partially Complete
				Continue pre-development work of existing ANCP buildings so they can begin construction	Partially Complete
IE.7.5 Expand community ownership of renewable energy infrastructure	MOR, MOS	In Progress / Budget Neutral	MOS launched the Community Energy Planning Tool over the reporting year. EDC awarded the RFP for community solar on the Brooklyn Army Terminal. The project has received a letter from the utility allowing the project to interconnect and will go through permitting and construction in 2021. As of February 2021, NYCHA had two community solar projects in construction and several more in development. The agency had employed approximately two dozen NYCHA residents to work on these projects.	Have first renewable energy project sited on a NYCHA property	Partially Complete
				Launch community energy planning tool to guide decision-making for community-owned energy assets	Completed
IE.7.6 Increase economic opportunities for diverse participants in the evolving cannabis industry	IGA, MOCJ	In Progress / Budget Neutral	The City continued to do work to advance opportunities for New Yorkers within the cannabis industry, following the release of the Mayor's Task Force on Cannabis Legalization's report, "A Fair Approach to Marijuana." The City regularly and consistently engaged with relevant stakeholders and state and local elected officials in these efforts. The priorities aim to ensure that any legal adult-use cannabis regime prioritizes and creates robust opportunities for communities and individuals most harmed by past cannabis prohibition. Cannabis legalization passed in New York State in March 2021, and included many NYC priorities such as prioritizing licenses for those negatively impacted by past criminalization, expunging convictions for past marijuana charges, and new social and economic equity initiatives that will help communities most harmed by past marijuana laws.	Advocate at the state level for cannabis legalization that ensures that communities disproportionately harmed by criminalization have an equitable stake in the cannabis industry and the opportunity for economic empowerment.	Completed

Inclusive Economy

IE.8 Strengthen the City's fiscal health to meet current and future needs

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
IE.8.1 Increase centralized savings through improved government operations	DCAS, MOCS, OLR, OMB	In Progress / Partially Funded	<p>This year, citywide efforts to increase centralized savings focused on evaluating City properties and operations to improve the City's efficiency to provide services and contracts to vendors. The results of the City's efforts are documented in a savings book that is included as part of the executive budget each year.</p> <p>DCAS continued to evaluate its real estate portfolio in order to reduce the cost of leased spaces and maximize the use of owned spaces. In FY 2020, DCAS realized \$7.2 million in budget savings and \$910,000 in cost avoidance. As of the end of 2020, 36 City-owned buildings and leases, totaling over 6.2 million square feet of space, were surveyed and catalogued in the new real estate portfolio ARCHIBUS-based database, ACRES (Aggregated City Real Estate System). COVID-19 impacted funding for surveying consultants and the capacity to perform in-person surveys.</p> <p>The City continued to implement the Procurement and Sourcing Solutions Portal (PASSPort), a centralized digital platform to make procurement easier for both agencies and vendors. PASSPort aims for a streamlined procurement process that incorporates process improvement, technology, and strong partnerships to achieve success. The portal is on track to be the primary platform to do business with the City of New York.</p> <p>MOCS launched the third phase of PASSPort in June 2020, implementing an end-to-end platform for agencies and vendors to conduct procurement actions from requisition to contract registration. As part of the rollout of Release3, MOCS prioritized procurements involving small nonprofits and Minority and Women-owned Business Enterprises (M/WBEs), as these groups have typically faced particular barriers in doing business with the City and leveling the playing field is a foundational goal. As a part of this effort, through the end of the fiscal year, MOCS provided hands-on support to agencies resulting in 160 M/WBE non-competitive small purchases and began onboarding approximately 2,000 New York City Council Discretionary contracts.</p> <p>MOCS is on track for an initial launch of the fourth major release of PASSPort in spring 2021. Release 4 will enable broader contract budget management, expand invoice and payment functionality and scope, and transition prequalification management to the central platform. MOCS aims to scale up the volume of activity in the system in the coming fiscal years. This fourth release will bring additional transparency and efficiency to NYC procurement, reducing administrative burdens and increasing process predictability – all critical to operating in recovery climate.</p> <p>Multiple OLR initiatives in recent years have advanced the objective of increasing centralized savings through improved operations. Most significant is the labor-management collaboration to achieve health-care savings, first agreed to in 2014 with the Municipal Labor Committee (MLC). In June 2018, OLR and the MLC reached a second health savings agreement with the MLC, covering the fiscal period from 2019 to 2021. Among other initiatives, the new agreement provided for a Tripartite committee comprising City representatives, union representatives, and an arbitrator to continue to advance the goals of the new agreement. The Tripartite committee continued to meet during the pandemic.</p> <p>Additionally, OLR and OMB strengthened the review process for agencies seeking to pay employees above the contractual new hire rate, including issuing agency guidance emphasizing the importance of the rate.</p> <p>With the City facing an unprecedented budget crisis from the pandemic, OLR last year reached a series of agreements with unions to defer retroactive pay and/or welfare fund contributions, in exchange for a City commitment to avoid layoffs through June 30, 2021. The deferral agreements generally extend the no-layoffs commitment an additional year if certain federal/state aid targets are met. These agreements, reached with some of the City's largest unions, generated more than \$700 million in labor savings in fiscal year 2021. In March 2021, with the passage of the federal stimulus bill providing support to the City, the mayor stated that layoffs were off the table.</p>	Continue to improve government operations	Partially Complete

TN.9 Ensure all New Yorkers have access to safe, secure, and affordable housing

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
TN.9.1 Keep New Yorkers in their homes and protect the housing stock	DSS, HPD, MOPT, NYCHA	In Progress / Funded	<p>Over the reporting period, the City continued to expand existing housing services and developed new programs to keep New Yorkers in their homes through the COVID-19 crisis.</p>	Expand the number of New Yorkers receiving universal access to counsel in eviction cases	Completed
			<p>HRA's Office of Civil Justice continued its implementation of the City's first-in-the-nation right-to-counsel law for tenants facing eviction. Over 450,000 New Yorkers have received free legal representation, advice, or assistance in eviction and other housing-related matters from 2014 through the start of 2021 through tenant legal services programs administered by HRA.</p>	Reform and renew State rent regulation laws	Completed
			<p>From April through December 2020, over 52,000 New Yorkers in roughly 24,400 households were provided housing-related legal assistance through HRA. At the end of December 2020, 38% of tenants facing eviction in Housing Court had legal representation, up from only 1% in 2013. Residential evictions by city marshals in NYC fell by over 40% between 2013 and 2019, while nationwide evictions trended upwards.</p>		
			<p>Over the past year, MOPT launched the Tenant Helpline and the NYC Tenant Resource Portal to connect tenants to information and resources to help keep New Yorkers in their homes. To promote these tools, MOPT trained city agencies, community-based organizations, and nonprofits on how to help tenants via the helpline and the portal. MOPT participated in over 30 town halls or community events to share eviction prevention information and resources. MOPT also created public education campaigns to inform tenants about their rights and prevent eviction. Additionally, MOPT funded the NYCx Co-Labs competition to prevent tenant displacement, managed the City's Three Quarter House task force, and spearheaded legal action against landlords who engaged in illegal evictions.</p>		
			<p>In July 2020, the City announced a new program to provide housing security to tenants experiencing hardship due to the COVID-19 pandemic. Through the program, the newly launched Citywide Landlord-Tenant Mediation Project began serving hundreds of New Yorkers each month by addressing rent-related issues in a mediation setting, outside of the housing court system, with a focus on the hardest hit communities.</p>		
			<p>Mediation aims to put decision-making power in the hands of the parties involved, which results in practical solutions for both landlords and tenants. Through this project, non-profit Community Dispute Resolution Centers (CDRCs) assist tenants and small landlords in finding solutions to rental issues due to the COVID-19 pandemic. The goal is to resolve cases before they reach litigation and avoid the long-term effects of an eviction proceeding, which can lead to displacement for vulnerable tenants and limit future housing options. The Mediation Project aims to handle cases in a setting where both parties feel safe, and priority is given to tenants and small landlords who do not have legal representation.</p>		
			<p>The Citywide Landlord-Tenant Mediation Project will be managed by CDRCs, in coordination with HPD, MOPT, and PEU, with support from the HRA Office of Civil Justice. Eligible tenants are referred to CDRCs in each borough, and each CDRC will manage case intake, provide mediation sessions, and monitor case follow up for tenants.</p>		

Thriving Neighborhoods

TN.9 Ensure all New Yorkers have access to safe, secure, and affordable housing

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
<p>TN.9.2 Create or preserve 300,000 affordable units by 2026 and increase the overall housing supply</p>	<p>HPD, OER</p>	<p>In Progress / Partially Funded</p>	<p>Over the reporting period, HPD progressed in creating affordable units by financing affordable homes, providing new construction rentals to residents earning below the area median income (AMI), completing affordable housing developments, and providing access to affordable loans for home repair.</p>	<p>Create or preserve 25,000 affordable housing units</p>	<p>Completed</p>
			<p>HPD financed 29,521 affordable homes in 2020, including preserving 22,068 affordable homes and financing 7,453 new affordable homes. HPD also met its commitment to provide half of all new construction rentals in 2020 to households earning 50 percent of the AMI or below, with a total of 66 percent designated to extremely low and low income households. As a result, HPD set a record in 2020 for financing the highest share units dedicated to extremely- and very- low income New Yorkers of any year as a part of its Housing New York plan.</p>	<p>Fund the acquisition of approximately 1,000 homes annually through Neighborhood Pillars</p>	<p>Reconsidered</p>
			<p>In 2020, the agency also set a record for both homeownership and Mitchell-Lama production, with 18,125 homeownership opportunities bolstered by the preservation of 17,573 Mitchell-Lama homeownership units.</p>	<p>Serve 100 low income households annually through HomeFix</p>	<p>Partially Complete</p>
<p>HPD closed on the place-making project, Bronx Point A. This is the first of two phases of development along with approximately 2.8 acres of public open space in the South Bronx. Located along the Harlem River waterfront, Bronx Point A is a mixed-used development that is on track to provide 542 affordable homes, a permanent home for the Universal Hip-Hop Museum, an early childhood space run by BronxWorks, and outdoor science programming run by the Billion Oyster Project.</p>	<p>HPD also worked with the Center for NYC Neighborhoods to provide access to affordable low- or no-interest and potentially forgivable loans for home repairs to eligible owners of one to four-family homes in the city through the Homefix program. As of January 2021, the HomeFix team had reviewed 117 completed applications and 91 completed scopes of work and is on track to close financing for these projects in 2021.</p>	<p>In October 2020, the Neighborhood Pillars program closed on three separate projects for a combined 209 units. For all three projects, 50 percent of the residential units will remain permanently affordable and 30 percent of units will be required to be filled with eligible unhoused tenants. Going forward, rents are to be restricted between 40 and 115 percent AMI, and the housing will be affordable to tenants earning between 50 and 135 percent AMI.</p>	<p>OER prepares moderately contaminated, vacant, underutilized properties for redevelopment. From January 2020 through February 2021, OER completed cleanup on 262 lots, bringing the agency's total to 731 lots cleaned up since Earth Day 2018. The properties have a range of end uses, primarily residential and commercial buildings, some which include supportive and affordable housing.</p>		

Thriving Neighborhoods

TN.9 Ensure all New Yorkers have access to safe, secure, and affordable housing

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
TN.9.3 Expand housing and related services to support the city's most vulnerable populations	DSS, HPD	In Progress / Partially Funded	<p>HPD and DSS progressed in expanding housing and social services by creating and preserving affordable homes and implementing programs to support the most vulnerable New Yorkers. In 2020, HPD created or preserved more than 1,000 affordable homes for seniors, for a total of 10,350 homes. More than 2,000 affordable homes were created for unhoused residents, for a total of 14,985.</p> <p>In December 2020, HPD, NYCHA, and the Housing Development Corporation oversaw two permanent loan conversions for projects available to low-income seniors earning less than 50 percent of the area median income (AMI). This included Stonewall House, a 145-unit senior housing building located in Fort Greene in Brooklyn, and Mill Brook Terrace, a 159 unit building located in Mott Haven in the Bronx. The Fischer Terrace project— awarded through a request for proposal (RFP) to a 100-unit senior project by the West Side Federation for Senior and Supportive Housing (WSFSSH)— was certified into ULURP and the project continued to make progress through the pre-development process.</p> <p>The previously issued Astoria RFP was awarded in January 2021 and is on track to be developed as a 135-unit project for low-income seniors earning less than 50 percent AMI. HPD selected HANAC and Mega Development LLC to transform a City-owned vacant site in Astoria into 100 percent affordable senior housing. The mixed-use development is expected to feature 135 affordable homes for seniors, a community center, and commercial space. The housing, 30 percent of which is on track to be dedicated to formerly unhoused seniors, will be paired with social services. In addition, HPD issued RFPs for NYCHA Seniors First sites, Morris and Kingsborough, as well as the City-owned Fulton Street site. RFP responses were received in February 2021 and are under review.</p> <p>Aging in Place launched across all preservation programs. As of February 2021, it had closed over 600 units supporting seniors with in-place accommodations in programs, such as Low-Income Housing Tax Credit (LIHTC) Year 15, Housing Preservation Opportunities (HPO), Participation Loan Program (PLP), and the HUD Multi Family program.</p> <p>Over the reporting period, DSS and DHS closed 375 cluster units. From 2014 through the start of 2021, 158,000 residents had utilized the City's rental assistance and rehousing programs. From April through November of 2020, 13,000 additional residents utilized rental assistance and rehousing programs.</p> <p>HPD also aided NYCEM and the Air Conditioner Task Force (ACTF) on the Get Cool Initiative, which provided free air conditioners to low-income seniors during the summer. HPC conducted outreach to property managers of regulated buildings, who in turn identified eligible seniors in their buildings. Of the 73,871 total air conditioners delivered, 4,844 air conditioning units were installed for Seniors in buildings under managing organizations referred by HPD.</p>	Advance Seniors First sites & continue implementing 'Aging in Place' across preservation projects	Completed
				Expand the number of New Yorkers receiving rental assistance	Completed
TN.9.4 Analyze residential segregation and promote fair housing	HPD	In Progress / Budget Neutral	<p>In October 2020, the City released the final Where We Live NYC Plan, which serves as the blueprint for fair housing in the five boroughs. The plan was a culmination of a two-year planning process led by HPD, NYCHA, and the Office of the Deputy Mayor for Housing and Economic Development, and involved more than 30 City agencies. Where We Live NYC is the City's five-year plan to break down barriers to opportunity and build more integrated, equitable neighborhoods. To reflect the disproportionate impact the COVID-19 pandemic has had on low-income communities of color, the plan was updated to include enhanced metrics, strategies, policy proposals, and new priorities to address a legacy of housing segregation and build a more inclusive city.</p>	Implement policies and programs identified in federal report	Partially Complete
TN.9.5 Support efforts to create new housing and jobs throughout the region	DCP	In Progress / Budget Neutral	<p>DCP's Regional Planning team focused on monitoring the effects of COVID-19 on regional housing choices and affordability. DCP also continued to support research that underscores the challenges of suburban housing constraints on the city's affordability. In 2020, DCP's research supported the city's completion of Where We Live NYC, the City's fair housing strategy, which examines it in the context of the city and wider region.</p>	Expand the agency's staff capacity to support new research initiatives focused on the region's housing supply, and issue an in-depth report focusing on the geography and characteristics of the region's housing supply, as well as how that supply has changed over time	Partially Complete
TN.9.1.4.1A Pursue neighborhood planning strategies that expand opportunities for mixed-use development, and especially for attraction of retail and services to underserved neighborhoods.	DCP, SBS	In Progress / Budget Neutral	<p>In September 2020, DCP released "Retail Activity in NYC: COVID Recovery Across 24 Neighborhoods," a study evaluating storefront activity during the city's reopening from COVID shutdowns. The study analyzed survey data collected in 24 retail corridors during July 2020. DCP assessed the level of ground-floor business activity in each corridor and variation between different types of businesses. It also compared current activity to a pre-COVID baseline in 2018.</p> <p>DCP continued to advance an expansion of the FRESH program, and in March 2021 proposed updates to the program that will encourage the development and retention of stores that provide fresh fruits, vegetables, meats, and a full range of grocery products in more communities and in underserved neighborhoods.</p>		

Thriving Neighborhoods

TN.9 Ensure all New Yorkers have access to safe, secure, and affordable housing

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
TN.9.1.3.3PIaNYC.1 Explore additional areas for new development	DCP, HPD, NYCHA	In Progress / Budget Neutral	<p>HPD initiated predevelopment work with the development teams of the three ShareNYC projects, and also began to explore ShareNYC on additional sites in the pipeline. ShareNYC is an initiative to explore innovative, affordable, and high quality co-living spaces in order to better address unmet housing needs. Shared housing refers to housing units consisting of two or more independently occupied rooms that share a kitchen and/or bathroom.</p> <p>The City continued to advance initiatives identified in Where We Live NYC, the City's plan to advance Fair Housing citywide. These include the certification into public review of the Gowanus Neighborhood Plan and the release of the Draft Scope of Work for the SoHo/NoHo Neighborhood Plan, which will promote mixed-income housing in affluent, high-opportunity neighborhoods, as well as the release of newly compiled data on additions and subtractions to the housing supply in neighborhoods throughout the city. These initiatives are critical elements in the citywide effort to promote housing opportunities accessible to all New Yorkers in neighborhoods throughout the city where residents have access to economic opportunity and quality services.</p>	Developer Selection for 6 additional affordable and mixed-income housing sites	Completed
				Financial closing for 6 additional affordable and mixed-income housing sites	Completed
				Release of RFPs for 6 additional affordable and mixed-income housing sites	Completed
TN.9.1.3.1B Conduct collaborative, holistic neighborhood planning to support new mixed-income housing creation with supporting infrastructure and services	DCP, HPD	In Progress / Budget Neutral	<p>Agencies citywide continued planning for collaborative, holistic neighborhoods to support essential businesses, transit access, and new mixed-income housing creation.</p> <p>The City continued to advance initiatives identified in Where We Live NYC, the City's plan to advance Fair Housing citywide. These include the certification into public review of the Gowanus Neighborhood Plan and the release of the Draft Scope of Work for the SoHo/NoHo Neighborhood Plan, which will promote mixed-income housing in affluent, high-opportunity neighborhoods, as well as the release of newly compiled data on additions and subtractions to the housing supply in neighborhoods throughout the city. These initiatives are critical elements in the citywide effort to promote housing opportunities accessible to all New Yorkers in neighborhoods throughout the city where residents have access to economic opportunity and quality services. The City also released the Draft Scope of Work for the Staten Island Special Natural Areas District. The Bronx Southern Boulevard Initiative Plan was indefinitely postponed.</p> <p>Over the reporting period, DCP continued to advance citywide efforts to support the growth of essential businesses and transit accessibility through citywide text amendment initiatives, including Open Restaurants and Zoning for Transit Accessibility.</p> <p>HPD continued progress towards the Uniform Land Use Review Procedure (ULURP) certification to implement the Resilient Edgemere Community Plan. The agency also launched the Environmental Review process for the proposed actions. Over the reporting period, the Brownsville sites remained in predevelopment, undergoing environmental and public approvals. Progress also continued towards the Gowanus ULURP certification. Included in the Gowanus Neighborhood Study is Gowanus Green, a project that includes 950 homes.</p>	Continue to utilize the Neighborhood Planning Playbook in its community visioning workshops as part of current and future neighborhood studies	Partially Complete
				Successfully adopt Bay Street Corridor Neighborhood plan and continue to work with and for communities on neighborhood plans in Gowanus	Completed

Thriving Neighborhoods

TN.10 Ensure all New Yorkers have access to neighborhood open spaces and cultural resources

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
TN.10.1 Strengthen open spaces and opportunities for recreation in under-resourced and growing neighborhoods	DCP, DOT, DPR	In Progress / Partially Funded	<p>DOT worked to create more accessible spaces to support residents and businesses through the COVID-19 crisis. In April 2020, DOT launched Open Streets as a COVID-19 response measure, adding open space to support safe and socially distanced recreation and mobility. Over the year, the Open Streets program designated a total of 83 miles of streets as pedestrian and cycling priority corridors. Launched in July 2020, Open Streets: Restaurants included almost 14 miles of temporary street closures, allowing for further outdoor dining opportunities.</p> <p>Over the year, DOT worked to develop a permanent Open Streets program, working with communities citywide. On March 25, 2021, DOT opened applications for the 2021 expansion of the Open Streets program. Interested businesses and community partners can apply to manage either of two types of Open Streets: Temporary Limited Local Access, where the street is designated for pedestrian and cyclist use, during a specified set of hours and days each week or Temporary Full Closure, where the street is temporarily closed to vehicles for pedestrian and cyclist use, to support local businesses, and for community programming. DOT will work with participating community partners to develop operational plans for multiple uses, including outdoor dining and programming, while maintaining loading, deliveries, and emergency access.</p> <p>DPR continued to work on the City's Community Parks Initiative (CPI), which invests in neighborhood parks with the greatest needs. Through the CPI, neighborhood parks across the city are reconstructed through close work with community members to understand their needs. Throughout the reporting period, 35 of the CPI Phase 1 projects were completed. DPR completed construction at 11 of the 32 CPI Phase 2 sites.</p> <p>Over the reporting year, DCP worked to improve public waterfront access. DCP held 12 virtual public workshops in the fall of 2020 on the initial goals and priorities for the Comprehensive Waterfront Plan. The agency identified the areas of the city that are underserved by public waterfront access and potential strategies for addressing this issue. Through the Comprehensive Waterfront Plan, DCP is on track to identify opportunities to expand public access, especially in underserved communities. Opportunities include improving existing open space resources, identifying access opportunities within City-owned sites and facilities, and examining the potential to update zoning requirements related to the provision of public access on redeveloped waterfront sites.</p> <p>DOT launched the El-Space Toolkit in February 2020 with a seminar at the American Institute for Architecture of New York and later implemented online access to the toolkit. COVID-19 affected a redirection of the El-Space Inventory and Planning Framework to formulate an El-Space healthy corridor index and produce mapping and evaluations of priority corridors citywide. While planning and implementation of Phase 3 pilot sites in Brooklyn and the Bronx were suspended, a National Association of City Transportation Officials (NACTO) pandemic response grant facilitated the implementation of a Phase 3 pilot at the Beach 60th Street El-Space. Dubbed "Wellness Way," this El-Space accommodated COVID-19 testing services, organic food and plant distributions, asphalt art, and other site amenities.</p>	Complete capital construction on all Community Parks Initiative Phase 1 sites; complete capital reconstruction on 21 Phase 2 sites pending successful procurement results; and complete new targeted improvement sites	Partially Complete
			Complete online El-Space Toolkit, citywide inventory of potential El-Spaces, and planning frameworks for Bronx and Brooklyn	Partially Complete	
			Continue Summer Streets and Weekend Walks	Partially Complete	
			Release the NYC Comprehensive Waterfront Plan	Timeline extended	
TN.10.2 Enhance neighborhood access and connectivity to parks and open spaces	DPR	In Progress / Partially Funded	<p>DPR advanced a number of projects to enhance neighborhood access and connectivity to parks and open spaces. The Phase 1 Anchor Parks projects were completed at Betsy Head Park and St. Mary's Park in 2020. Highbridge Park's Phase 2 project was completed in November 2020. Construction progressed on projects at St. Mary's Park, Betsy Head Park, Highbridge Park, and Astoria Park. Design work continued at Freshkills Park.</p> <p>Construction on the showcase projects for the Parks Without Borders program was completed at five additional sites in 2020. Projects were completed at Van Cortlandt Park, Jackie Robinson Park, Seward Park, Flushing Meadows-Corona Park, Prospect Park, and Faber Park.</p> <p>NYC Parks worked closely with the Natural Areas Conservancy on a Citywide Trail Plan. In 2020, NYC Parks worked with partners to formalize new trails, renovate existing ones, and decommission desire lines, informal trails in New York City's parks. DPR formalized over 5 miles of trails with trail markers and improved 38 miles of trails in 24 parks through corridor pruning, invasive species removal, and erosion control measures.</p>	Complete construction on Phase 1 projects at four Anchor Parks sites (BX, BK, MN, QN)	Partially Complete
			Complete procurement and construction on all Eight Parks Without Borders showcase sites	Partially Complete	
			Formalize and improve hiking trails in parks	Completed	

TN.10 Ensure all New Yorkers have access to neighborhood open spaces and cultural resources

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
TN.10.3 Support arts and culture in all communities	DCLA, LPC	In Progress / Funded	<p>LPC supported arts and cultural awareness through a number of new landmark designations, all with an equity focus. These included the Manida Street Historic District in Hunts Point, a reminder of the early-20th century residential development of the South Bronx, and the East 25th Street Historic District, a cohesive group of intact row houses that reflect the growth of Flatbush’s African American and Caribbean American communities. In addition, LPC designated Public School 48, the first landmark in South Jamaica in Queens, and Angel Guardian Home, the first landmark in Dyker Heights in Brooklyn.</p> <p>LPC also created interactive story maps relevant to the city’s history and culture. In February 2021, LPC released “Preserving Significant Places of Black History” to celebrate New York City’s African American history through designated landmarks and historic districts.</p> <p>In January 2021, LPC launched its Equity Framework, focused on enhancing transparency and accessibility in its regulatory work and prioritizing designations that represent the city’s diversity and designations in areas less represented by landmarks.</p> <p>DCLA continued to support arts and culture through the year, announcing over \$47.1 million in grants to 1,032 cultural groups. This included new investments and measures to support the city’s vibrant nonprofit cultural sector. DCLA continued its CUNY Cultural Corps partnership in the 2020-2021 academic year, placing 100 CUNY undergraduate students in paid internships with 42 cultural organizations.</p> <p>DCLA renewed grants for five partnerships between NYC municipal agencies and nonprofit cultural organizations as part of the Mayor’s Grant for Cultural Impact in FY 2021. DCLA allocated funds in FY 2021 to 33 nonprofit cultural organizations through the CreateNYC Language Access Fund, supporting programming for audiences whose primary language is not English. DCLA also allocated funds in FY 2021 to another 33 nonprofit cultural organizations through the CreateNYC Disability Forward Fund, supporting programming that deepens engagement in the arts for people with disabilities as artists, cultural workers, and audience members.</p>	<p>Install two more permanent artwork honoring underrepresented communities as part of the monuments initiative</p> <p>Provide 85 paid internships at cultural organizations through CUNY Cultural Corps</p> <p>Support five more Mayor's Grant for Cultural Impact partnerships between City agencies and cultural organizations specifically targeting low income neighborhood.</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>
TN.10.4 Create and upgrade shared spaces to promote social cohesion and holistic service delivery	BPL, DOE, DPR, MOCJ, NYPL, QPL	In Progress / Funded	<p>COVID-19 has shown the power and potential of Community Schools to serve as a source of community strength and adaptiveness. By leveraging neighborhood assets, Community Schools have been uniquely positioned to address the disproportionate impact of COVID-19, to promote resiliency and to connect families to supports ranging from counseling, to technology, to food. In December 2020, Mayor de Blasio and former Chancellor Carranza announced the 2021 Mental Health and Well Being Plan for schools which includes adding one new Community School in each of the 27 neighborhoods hardest hit by the pandemic.</p> <p>With the onset of the COVID-19 pandemic, all three library systems closed their branches for regular service. However, many branches across the city reopened as testing centers in conjunction with the NYC Test and Trace Corps or as Learning Bridges sites for the Department of Education. The libraries also worked with NYC Census2020 and many community organizations and stakeholders on outreach about the importance of an accurate count to ensure that the City receives important federal resources. The libraries also worked to expand digital offerings, including ebooks and extensive online programming and services, while keeping active WiFi connections that allowed neighborhood residents to access the internet from outside the buildings, despite branches being closed.</p> <p>DPR’s GreenThumb program supported 15 gardens through the Help a Garden Grow group volunteer program in 2020. Two new community gardens were also established in 2020 as well. Though DPR had exceeded its goal of supporting 20 gardens in prior years, GreenThumb had to scale back its Help a Garden Grow group volunteer program in 2020 due to social distancing needs associated with the COVID-19 crisis.</p> <p>MOCJ continued to engage neighborhoods in ongoing efforts to determine the programming and operators of ground floor community spaces for the upcoming borough-based facilities.</p>	<p>Expand stewardship support through GreenThumb’s ‘Help a Garden Grow’ Volunteer Program to 20 garden sites</p> <p>Expand the success mentoring initiative to serve more vulnerable youth</p> <p>Increase the number of schools that complete an asset and needs assessment</p> <p>Strengthen and expand peer learning networks among school leaders</p>	<p>Partially Complete</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

Thriving Neighborhoods

TN.10 Ensure all New Yorkers have access to neighborhood open spaces and cultural resources

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
TN.10.3.6.4 NYC is committed to opening up streets for safe recreational events	DOT	In Progress / Partially Funded	<p>DOT launched the EI-Space Toolkit, with information about enhancing areas beneath and adjacent to elevated transportation infrastructure, in February 2020 with a seminar at the American Institute for Architecture of New York and later implemented online access to the toolkit. COVID-19 affected a redirection of the EI-Space Inventory and Planning Framework to formulate an EI-Space healthy corridor index and produce mapping and evaluations of priority corridors citywide. While planning and implementation of Phase 3 pilot sites in Brooklyn and the Bronx were suspended, a National Association of City Transportation Officials (NACTO) pandemic response grant facilitated the implementation of a Phase 3 pilot at the Beach 60th Street EI-Space. Dubbed "Wellness Way," this EI-Space accommodated COVID-19 testing services, organic food and plant distributions, asphalt art, and other site amenities.</p> <p>In April 2020, DOT launched Open Streets as a COVID-19 response measure, adding much-needed open space for social distancing by designating a total of 83 miles of streets as pedestrian and cycling priority corridors. Launched in July 2020, Open Streets: Restaurants included almost 14 miles of temporary street closures, allowing for further outdoor dining opportunities.</p> <p>Over the year, DOT worked to develop a permanent Open Streets program, working with communities citywide. On March 25, 2021, DOT opened applications for the 2021 expansion of the Open Streets program. Interested businesses and community partners can apply to manage either of two types of Open Streets: Temporary Limited Local Access, where the street is designated for pedestrian and cyclist use, during a specified set of hours and days each week or Temporary Full Closure, where the street is temporarily closed to vehicles for pedestrian and cyclist use, to support local businesses, and for community programming. DOT will work with participating community partners to develop operational plans for multiple uses, including outdoor dining and programming, while maintaining loading, deliveries, and emergency access.</p>	Commence EI-Space Planning Framework for Bronx	Reconsidered
				Complete EI-Space Planning Framework for Brooklyn	Reconsidered
				Complete online EI-Space Toolkit	Completed
				Continue citywide inventory	Reconsidered
				Continue work on Phase 3 pilot sites in Brooklyn, Staten Island, and the Bronx	Reconsidered
TN.10.3.6.5 The City is investing in new street trees and other plantings, benches, wayfinding signs, and other amenities	DOT	In Progress / Partially Funded	<p>Over the reporting year, DOT installed 28 wayfinding sign footings and 25 signs in 2020. DOT focused on maintaining existing assets, rather than installing new City Benches.</p> <p>Landscape maintenance work continued along Grand Concourse from 161st to 175th Street, with planting completed from 171st to 175th Street by the end of summer 2020. Maintenance on Webster Avenue and Sheridan Boulevard began in spring 2021. DOT registered a new landscape maintenance contract for Brooklyn, with work commencing January 1st, 2021. The primary work areas are Atlantic Avenue Phase 1 (Pennsylvania Street to Logan Street) and the Brooklyn Bridge Promenade approach (north of Tillary Street). DOT and DDC completed specification updates for soil, planting, and plant establishment, which are under review at the state and federal level.</p>	DOT will continue to install wayfinding signs, benches and other street amenities as funding allows	Partially Complete
				Maintenance on Grand Concourse from 161-175, Webster Ave and Atlantic Ave Phase 1 likely to begin by end of 2020	Partially Complete
TN.10.4.5.9.2 Community Preparedness 2. Continue and expand NYCEM's Community Emergency Response Teams (CERT)	NYCEM	In Progress / Funded	Over the reporting year, NYCEM completed two rounds of CERT trainings with 60 total new CERT team members. These trainings were moved to a virtual platform in order to adhere to social distancing measures. NYCEM postponed training for its Commodity Distribution Point program due to COVID-19 constraints.	Continue to work with NYCEM Logistics division to offer CDP field staff training twice annually	Completed
				Work with agency partners and other professionals to develop specialized volunteer leadership training	Completed
TN.10.4.2.12.14 Parks 14. Quantify the benefits of the city's ecosystems and green infrastructure	DPR	In Progress / Partially Funded	The analysis project with the University of Vermont was indefinitely postponed due to COVID-19. NYC Parks began collaborating with The Nature Conservancy to summarize nature statistics in a different format. Progress on data analysis continued, and DPR is on track to begin work on report products.	Complete first iteration of Nature Stats	Partially Complete

TN.11 Advance shared responsibility for community safety and promote neighborhood policing

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
TN.11.1 Create design solutions for public safety through Neighborhood Activation	MOCJ	In Progress / Partially Funded	MOCJ continued its work on the Mayor's Action Plan for Neighborhood Safety (MAP). In addition to a community playbook on how to pursue place-based projects, the Mayor's Action Plan designed mini-guides for NYCHA murals, gardens, and activation events to support neighborhood safety and well-being. The release and distribution of the mini-guides was delayed due to COVID-19, but are on track to move forward.	Seek partnerships and implement additional Neighborhood Activation projects	Partially Complete
TN.11.2 Involve residents in crime prevention using environmental design	MOCJ	In Progress / Partially Funded	Due to COVID-19, implementation of winning participatory design projects was delayed until 2021. The Mayor's Action Plan for Neighborhood Safety (MAP) worked with resident stakeholder teams to design their winning projects and are on track to implement them by June 2021. Residents continued to receive training and support for participatory design and stewardship of public space projects.	Continue to train residents in CPTED and implement recommendations	Partially Complete

Thriving Neighborhoods

TN.11 Advance shared responsibility for community safety and promote neighborhood policing

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
TN.11.3 Improve neighborhood cleanliness and safety	DMOPS	In Progress / Funded	<p>In March 2021, the City announced three initiatives to maintain clean streets across New York City and help spur on the City's recovery, with a focus on providing essential cleaning resources and tools in neighborhoods hardest hit by the COVID-19 crisis.</p> <p>Firstly, the announcement increased in dedicated litter basket service by more than 100 trucks per week and restored funding for Sunday litter basket service. The total service restorations announced over the year brought a 61 percent increase in dedicated litter basket collection service compared to the height of the financial crisis in July 2020.</p> <p>Secondly, DSNY created an all-new Precision Cleaning Initiative, with borough-based teams to conduct targeted cleanings of litter conditions, illegal dumping, and overflowing litter baskets.</p> <p>Thirdly, DSNY unveiled the design for its new Community Clean-up Van in partnership with the Sanitation Foundation and NYC Service. The van, along with investments in additional tools and resources for community groups, supports neighborhood cleanups across NYC as part of a Citywide Spring Cleanup effort.</p> <p>DMOPS continued to participate in a multi-agency task force focused on quality-of-life issues. The City improved neighborhood cleanliness and safety through community cleanup efforts, increased litter baskets, and a partnership with the non-profit Doe fund through EDC.</p>	<p>Continue to convene a multiagency task force to develop programs that address quality-of-life issues in the 25 highest need neighborhoods</p> <p>develop programs that address quality-of-life issues in select neighborhoods</p>	Completed
TN.11.4.2.12.4 Parks 4. Expand the City's greenstreets plan, including for Jamaica Bay	DPR	Completed / Funded	DPR completed construction on drainage structures and pipe connections beneath Brighton Beach greenstreets. The agency also completed monitoring and research components.	Complete construction of Brighton Beach greenstreets project to improve coastal resiliency	Completed

TN.12 Promote place-based community planning and strategies

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
TN.12.1 Create tools and resources to support place-based planning	DCP	In Progress / Budget Neutral	<p>In August 2020, DCP updated its Community District Priorities platform for collection of annual needs and prioritized budget requests from NYC Community Boards. Through the online tool, 59 submissions were received and tailored reports were produced and delivered to agencies during preparation of budget responses.</p> <p>In February 2021, DCP updated its publicly accessible Capital Planning Platform to include information from nearly 100 City, State, and Federal agencies that cover seven facility categories: (1) Education, Child Welfare, and Youth; (2) Parks, Gardens, and Historical Sites; (3) Libraries and Cultural Programs; (4) Public Safety, Emergency Services, and Administration of Justice; (5) Health and Human Services; (6) Core Infrastructure and Transportation; and (7) Administration of Government.</p>	Launch interactive engagement tool for the public to comment and share ideas regarding DCP studies and plans	Completed
				Publish improved online map of city facilities and select planned infrastructure improvements	Completed
				Release improved online platform for Community Boards to submit their needs and budget requests	Completed
TN.12.1.4.1B Maximize the use of available financing tools that assist the commercial components of mixed-use projects to support vibrant mixed-use neighborhoods.	SBS	In Progress / Funded	SBS provided commercial revitalization grants to six additional neighborhoods through three-year commitments to community based organizations via the Neighborhood 360 program. Programming supporting business retention/attraction, district marketing, clean/safe programs, and business assistance were underway in all six areas.	Launch additional cohort of Neighborhood 360	Completed
TN.12.4.S.17.10 Brooklyn-Queens Waterfront 10. Create and implement a revitalization strategy for targeted retail and community spaces within Red Hook Houses	NYCHA	Completed / Funded	As explained in the last progress report, NYCHA completed the renovation of a former retail building to bring it back into use. NYCHA's work was completed, and stores fitted each space for their use.		
TN.12.4.S.21.9 South Queens 9. Develop a revitalization strategy for the Beach 108th Street corridor	DOT	In Progress / Funded	DOT began construction on the Beach 108th Street corridor in 2020. The agency anticipates completing the project in 2022.	Complete final design, and begin construction	Completed

Thriving Neighborhoods

TN.12 Promote place-based community planning and strategies

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
TN.12.4.S.21.11 South Queens 11. Develop a commercial revitalization strategy for Far Rockaway, potentially involving repositioning of City- and MTA-controlled sites	EDC	In Progress / Funded	EDC continued construction on the Far Rockaway project. The revitalization efforts include a number of long-term, interagency capital projects and programmatic initiatives that are ongoing. EDC completed the 2020 milestone of commencing construction on the Beach 21st Street project. During the reporting year, the development "topped-off," completing its vertical ascent. Work continued on the façade and interior.	Commence construction on Beach 21st Street project	Completed
TN.12.4.S.18.15 Southern Brooklyn 15. Support area recovery through the rebuilding and expansion of the entertainment district	EDC	In Progress / Funded	EDC continued working on active negotiations, and anticipates more clarity on timelines once negotiations are complete. EDC continued to work with local stakeholders to expand the amusement area in Coney Island with the development of additional rides.	Complete phase 1 and 2 of infrastructure construction	Timeline extended

HL.13 Guarantee high-quality, affordable, and accessible health care for all New Yorkers

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
HL.13.1 Guarantee health care for all New Yorkers	H+H	In Progress / Funded	<p>The City continued to increase New Yorkers' access to health care via NYC Care, which guarantees low-cost and no-cost services offered by H+H to New Yorkers who do not qualify for or cannot afford health insurance based on federal guidelines. H+H accelerated and completed the expansion of NYC Care to Queens and Manhattan, the final two boroughs. H+H continued to work on outreach and enrollment in the program. As of early February 2021, enrollment was over 50,000 members. Over 50 percent of members were new to primary care at Health + Hospitals.</p> <p>H+H and MOIA partnered to fund 30 CBOs across the five boroughs that are particularly adept at reaching immigrant communities to conduct outreach, education, and enrollment support for NYC Care. These 30 community-based organizations employ staff that speak over 30 different languages and are conducting culturally competent outreach in the language to likely eligible communities across the five boroughs. To facilitate easier access to the program, eight CBOs were authorized to facilitate direct enrollment of members in NYC Care by enrollers who are certified to assist New Yorkers with the New York State of Health application process.</p>	Launch NYC Care in every borough and continue outreach for insurance enrollment	Completed
HL.13.2 Improve and modernize primary and specialty health care delivery	H+H	In Progress / Funded	<p>The City continued to make improvements to improve and modernize health care delivery. Construction began on all three additional health centers (in Queens, Brooklyn, and the Bronx), which have now evolved into COVID Centers of Excellence.</p> <p>H+H completed the rollout of the Epic electronic medical record (EMR) across all acute care, ambulatory and LTACH facilities. This unified system provides real-time access to evolving clinical and operational data at both facility and system levels to support strategic and operational decisions. Gains in efficiency and care experience have been realized by expanding the integration of priority biomedical devices into the EMR as they assist clinicians with monitoring and documentation of patient vital signs. Additionally, the enterprise EMR has allowed expanded use of the patient portal, My Chart, improving patient experience and access to care in such areas as provider-patient communication and telehealth visits.</p>	Begin construction for three additional health centers (1 in Queens, 1 in Brooklyn, and 1 in the Bronx)	Completed
				Complete new electronic medical record (EMR) rollout across H+H system	Completed
HL.13.2.4.4 Co-located and integrated behavioral healthcare in primary care through the integrated Collaborative Care model	H+H	In Progress / Funded	<p>H+H continued to expand its Collaborative Care program, which integrates behavioral health by treating commonly occurring mental health conditions such as depression and anxiety in the primary care setting.</p> <p>Collaborative Care continued to be active in 25 clinics, with 16 Adult Clinics; 6 Adolescent Clinics (Bellevue, Lincoln, Gouverneur, Harlem, Kings County, and Metropolitan); 1 Maternal Clinic (Bellevue); 1 HIV Geriatrics (Kings); and 1 Adult Cancer Center (Bellevue). During this reporting period, the Collaborative Care Program continued work to expand the integration of behavioral health into five new clinics serving children and adolescents at NCB and Morrisania; Women's Health at Morrisania; Virology at Lincoln; and Maternal Health at NCB. At the end of 2020, Collaborative Care services were provided to 1,122 actively enrolled patients. The adult program exceeded the monthly Improvement Rate target for the 7th month in a row, reaching 60% in December, and consistently exceeded patient engagement metric targets throughout.</p> <p>As of February 2021, there were a total of 28 Mental Health Service Corps (MHSC) members contributing to the integration of behavioral health into primary care and the expansion of Collaborative Care Program in both adult, adolescent, and specialty clinics.</p> <p>All Collaborative Care Clinicians adapted workflows and referral criteria during this reporting period to best meet the needs of patients throughout the system faced with the multitude of mental health challenges brought on by the COVID-19 pandemic and its effects. The program also continued planning to launch a Collaborative Care mobile application to further support the delivery of care in telehealth.</p>	Continue to expand Collaborative Care to new clinics (e.g. Gotham Health, women's health)	Completed
HL.13.2.4.3 Create at least 16 Health Clinics in primary care shortage areas	EDC, H+H	In Progress / Funded	As of this report, seven of EDC's portfolio of nine health center sites are up and operational. Over the reporting period, EDC continued construction on its final two sites. This includes the Charles B. Wang Community Health Center, which remains on track to open on schedule. Construction of the APICHA Community Health Center also continued, though delays are expected due to COVID-19.	Open two health centers: APICHA Community Health Center in Jackson Heights, Queens, and Settlement Health in East Harlem	Partially Complete
HL.13.2.4.2B Ensure critical hospital services are fully functioning in the face of increased demand, weather disasters, and aging infrastructure	H+H	In Progress / Funded	The City installed infrastructure upgrades to Coney Island Hospital and Coler Hospital, to ensure H+H hospital services remain resilient and functional. Construction continued at Bellevue Hospital. Relocation of both the hospital's electrical switchgear and HVAC system progressed and are scheduled to be completed in spring 2022.	Complete basement lighting project at Coney Island Hospital	Completed
				Complete Coler Hospital infrastructure upgrades (security cameras & sealing/water proofing)	Completed

Healthy Lives

HL.13 Guarantee high-quality, affordable, and accessible health care for all New Yorkers

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
HL.13.4.S.8.2 Healthcare 2. Require the retrofitting of existing hospitals in the 500-year floodplain	H+H, MOR	In Progress / Funded	<p>The City continued to make progress to ensure NYC's healthcare system is resilient to increased flooding and sea level rise as a result of climate change.</p> <p>H+H completed 90% of Metropolitan Hospital's Floodwall Construction Development documents. A bid package is on track for release by fall 2021.</p> <p>Construction continued on Coney Island Hospital's Critical Services Structure Building and Perimeter Flood Protection renovations, including progress on projects like enclosing walls, setting air handlers in place, and installing a curtain wall.</p> <p>Bellevue Hospital's Community Wall RFP was completed and progress continued to select a vendor. A preliminary business agreement was submitted to Alexandria Real Estate Equities for their review and approval regarding the northern side of the floodwall. Alexandria is on track with incorporating H+H's flood wall design into their construction documents.</p>	Complete an interim flood wall at Metropolitan Hospital	Completed

HL.14 Advance equity by addressing the health and mental health needs of all communities

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
HL.14.1 Reduce the leading causes of premature mortality	DOHMH, H+H	In Progress / Partially Funded	<p>From the launch of DOHMH's Pharmacy to Farm Prescription program in spring 2017 through December 2020, 1,691 people with SNAP enrolled in the program at 16 pharmacies. From April 2020 through December 2020, 179 new people with SNAP enrolled in the program and over 58,500 Health Bucks (\$117,000) were distributed to participants.</p>	Reach 3,000 unique pharmacy and primary care sites and distribute hypertension action kits to providers and staff	Partially Complete
			<p>The National Diabetes Program (DPP) provides education and peer support to help individuals lose weight and prevent type 2 diabetes. The COVID-19 pandemic in NYC compelled organizations to switch to virtual DPP delivery, which threatened to stop ongoing programs and prevent new programs from starting. DOHMH dedicated staff and resources to ensure its CDC-recognized partners were able to maintain their recognition and continue or start virtual DPP delivery throughout the public health emergency. Of the 22 organizations that received DOHMH support, 17 (77%) were able to transition virtually and saw increased retention and engagement. Additionally, DOHMH provided enhanced trainings to 58 clinical, CBO, and FBO staff members from partner organizations. The goal was to strengthen their Motivational Interviewing and facilitation skills to support communities disproportionately affected by chronic conditions and COVID-19.</p>	Recruit 60 pharmacies to the Medication Therapy Management (MTM) program and disseminate MTM citywide training; Recruit and train 30 pharmacies to participate in the Pharmacy to Farm Prescription program	Partially Complete
			<p>Further expansion of DOHMH's hypertension Public Health Detailing campaign was paused due to COVID-19 safety concerns and staff being activated for COVID-19 response.</p> <p>Due to the pandemic, H+H pivoted to telehealth and additional methods of remote patient monitoring. H+H is on track to improve patient outcomes of diabetes mellitus and hypertension despite the pandemic challenges.</p>	Recruit and train 16 clinical sites for the National Diabetes Prevention Program (DPP) and train 60 National DPP coaches	Completed

HL.14 Advance equity by addressing the health and mental health needs of all communities

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
<p>HL.14.2 Ensure every New Yorker in need has access to mental health support</p>	<p>ThriveNYC</p>	<p>In Progress / Funded</p>	<p>The COVID-19 pandemic has profoundly affected the mental health of New Yorkers. To ensure that services continued to reach people who need care, nearly all of ThriveNYC’s 30 programs continued to deliver services during the pandemic. Many programs—specifically those that reach New Yorkers with the highest need and those that strengthen crisis prevention and response—continued to provide in-person services, including in over 100 shelters for families with children, all runaway and homeless youth residences, and drop-in centers and high-need sites within the H+H system.</p> <p>Mobile treatment teams continued to provide intensive, ongoing, community-based treatment to people with serious mental illness, many of whom are experiencing homelessness. And several programs introduced new tele-mental health services, including those for isolated older adults and students.</p> <p>During the COVID-19 pandemic, the Mayor’s Office of ThriveNYC also launched new engagement strategies to eliminate barriers to care for particularly high-need populations. For example, to reach veterans during the pandemic, ThriveNYC and DVS launched Mission: VetCheck, in which volunteers from the veterans’ community were trained to make supportive check-in calls to veterans. Volunteers made over 22,000 calls to veterans from when Mission: VetCheck began in April 2020 through February 2021, with nearly 10,000 calls made during the first four months of fiscal year 2021. Mission: VetCheck has helped reduce social isolation for veterans and is addressing veterans’ needs during the pandemic (callers made almost 800 referrals back to DVS for help with issues like food assistance, housing insecurity, unemployment, and COVID-19 testing information during the first four months of fiscal year 2021).</p> <p>During the first four months of fiscal year 2021, ThriveNYC also trained over 200 employers and employees in workplace mental health strategies and over 150 faith leaders representing diverse faith traditions in how to promote mental health during and following a disaster. In addition, ThriveNYC created an Online Guide to Mental Health Support New Yorkers Can Access While Staying Home, which had over 41,000 visits from late March 2020 through the end of February 2021 (10,000 during the first four months of fiscal year 2021) and includes a directory of remote mental health services. More information, as well as additional COVID-19 mental health resources and toolkits, is available on ThriveNYC’s website.</p> <p>Over the reporting period, ThriveNYC partnered with 12 City agencies to fill critical gaps in mental health care and promote mental health for all New Yorkers. ThriveNYC partnered with DOHMH to operate NYC Well, the City’s comprehensive behavioral health helpline. In fiscal year 2020, NYC Well answered 262,200 calls, texts, and chats. ThriveNYC also worked with DOHMH to provide long-term, intensive mobile treatment to 4,477 New Yorkers with serious mental health needs in fiscal year 2020.</p> <p>ThriveNYC continued to support the NYPD’s implementation of the Crime Victim Assistance Program, which in fiscal year 2020 provided support to 49,904 individuals to deal with the emotional, physical and financial aftermath of crime, violence or abuse. ThriveNYC also continued to support Co-Response Teams, a partnership between DOHMH and NYPD. Co-Response Teams, which include two police officers and one clinician, engaged 677 individuals in fiscal year 2020.</p> <p>ThriveNYC also supported mental health care access in our school system by partnering with DOE to offer onsite mental health support in 248 schools.</p>	<p>Engage 400 new individuals through NYPD/DOHMH Co-Response Teams in FY2020</p>	<p>Completed</p>
				<p>Provide access to ThriveNYC-funded on-site clinical mental health services in 173 public schools</p>	<p>Completed</p>
				<p>Provide clinical services to 2,475 individuals through the Mental Health Service Corps in FY2020</p>	<p>Completed</p>
				<p>Provide over 233,000 supportive connections through NYC Well, New York City’s behavioral health helpline, in FY2020</p>	<p>Completed</p>
				<p>Provide support to 49,000 individuals to deal with the emotional, physical, and financial aftermath of crime through the Crime Victim Assistance Program in FY2020</p>	<p>Completed</p>

HL.14 Advance equity by addressing the health and mental health needs of all communities

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
HL.14.3 End the opioid epidemic	DOHMH, H+H	In Progress / Partially Funded	DOHMH and H+H continued to work to end the opioid epidemic by increasing access to overdose prevention, harm reduction services, and medication for opioid use disorder treatment.	Distribute 100,000 naloxone kits citywide annually	Partially Complete
			DOHMH maintained the Relay non-fatal overdose response program at 13 hospitals through COVID-19. Relay resumed in-person emergency department response in July 2020 after providing remote services from March to July 2020. From the launch of Relay in June 2017 through December 2020, Relay received 3,115 eligible referrals, of which 66% accepted follow-up services (based on provisional data that is subject to change).	Expand emergency department (ED) leads coverage to be 24/7	Timeline extended
			Recognizing that health care providers can play a central role in addressing the epidemic of opioid misuse and overdose deaths, DOHMH conducted several public health detailing campaigns over the past several years, consisting of educational outreach visits to clinical practices on a variety of topics including judicious opioid prescribing, naloxone prescribing, and buprenorphine implementation. Between April and December 2020, 477 providers received targeted resources, messaging, and information to help them treat patients who use cocaine.	Expand peer-response initiative, Relay, in up to 15 private hospital emergency departments	Partially Complete
			DOHMH held monthly buprenorphine prescriber trainings approximately around NYC. As of December 31, 2020, more than 2,000 prescribers had been trained since the launch of the initiative.	Reach 1500 providers through public health detailing and other outreach efforts to educate about the drug overdose epidemic and the City's public health response (annual target)	Partially Complete
			H+H Emergency Department Leads provided 14,000 addiction interventions. H+H also provided 5,000 Consults for Addiction Treatment and Care in Hospitals (CATCHs) with inpatient medicine services from April 2020 to January 2021.	Train 1,600 prescribers in buprenorphine (total)	Completed
From April through December 2020, DOHMH distributed 70,457 naloxone kits to Opioid Overdose Prevention Programs (OOPPs). H+H distributed an additional 3,400 Naloxone kits across its locations.					
The business plan for ThriveNYC funding to expand Emergency Department Leads' coverage to be 24/7 was put on hold due to COVID-19 budget constraints.					

HL.14 Advance equity by addressing the health and mental health needs of all communities

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
HL.14.4 Reduce racial-ethnic inequities in both maternal mortality and infant mortality	DOHMH, H+H	In Progress / Funded	<p>Agencies citywide continued work to reduce racial-ethnic inequities in both maternal mortality and infant mortality.</p> <p>H+H committed to a four-point maternal mortality reduction strategy. First, it committed to implement a pregnancy intention question into Epic. Second, H+H committed to train providers in simulation exercises to address the top three causes of maternal mortality: cardiac arrest in pregnancy, hemorrhage, and severe hypertension. More than 85% of all providers were trained on cardiac arrest. The hemorrhage simulation course launched with the same saturation goal.</p> <p>Third, H+H committed to implement the Maternal Medical Home (MMH) in all facilities to add MMH coordinators and social workers to facilitate care management for patients at risk for adverse pregnancy outcomes due to clinical issues (including COVID-19) and social determinants of health (SDOH). The MMH was present in nine out of 11 facilities with interviews underway to staff the additional two facilities. As of February 2021, MMH teams had followed over 1,970 patient encounters and made over 1,300 referrals to specialty departments and CBOs.</p> <p>Fourth, H+H committed to provide coordinated postpartum and newborn care. Every facility devised a plan to improve postpartum care.</p> <p>DOHMH completed the maternal mortality and morbidity review of all 2018 maternal deaths. DOHMH continued to report maternal mortality data on an annual basis through NYC OpenData. The agency is on track to post a maternal mortality report on its website each calendar year with the most recent maternal mortality and review committee (MBRC) recommendations. Following the posting of the report, DOHMH plans to conduct a citywide webinar to disseminate the data, discuss recommendations, and continue to support the implementation of M3RC recommendations in collaboration with others.</p> <p>DOHMH progressed in severe maternal morbidity (SMM) surveillance at 10 of 14 hospitals. As of February 2021, twelve hospitals identified 461 SMM cases; abstracted 46% (n=210) and reviewed 82% (n=172) of them in hospital quality improvement committees. Additionally, DOHMH provided these hospitals with funding to address known drivers of SMM in their patient population gleaned during the reviews in collaboration with H+H. Funds were used for a variety of purposes, such as procuring diverse dolls for hospital simulation trainings and purchasing blood pressure cuffs for postpartum patients to use at home to monitor their blood pressure.</p> <p>In addition, DOHMH partnered with racial equity and organizational transformation leaders to conduct 25 trainings around implicit bias, reaching an additional 360 maternity staff.</p> <p>DOHMH also provided technical support to three hospitals to better integrate doulas into their maternity care structures, and supported the training of more than 30 community-based doulas who provide birth and post-partum support in adjacent communities.</p> <p>DOHMH also continued to engage community organizations around birth justice advocacy, reaching over 2,500 community residents to date. DOHMH continued to distribute the NYC Standards for Respectful Care at Birth brochures and posters to participating hospitals. The agency also provided technical assistance and tailored webinars to help hospitals develop equity action plans to address identified gaps in respectful care policies and practices.</p>	<p>Convene maternal mortality and morbidity review committee and review 2018 maternal deaths and produce annual report, including recommendations for action as per City Council legislation (LL188,2018)</p> <p>Implement a quality improvement initiative with 14 maternal hospitals (cohort 1), that incorporates the following objectives:</p> <ol style="list-style-type: none"> 1. Collecting and using hospital-level SMM data in hospital quality improvement efforts 2. Implementing comprehensive training and coaching that addresses implicit racial bias within the context of trauma and resilience informed systems 3. Implementing public awareness and education campaign for community residents and providers related to chronic disease prevention and the NYC Standards of Respectful Care at birth 	<p>Completed</p> <p>Partially Complete</p>

Healthy Lives

HL.15 Make healthy lifestyles easier in all neighborhoods

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
HL.15.1 Expand healthy food choices	DOHMH, MOFP	In Progress / Funded	<p>The City progressed in expanding nutritious, affordable food choices to all New Yorkers, and especially to New Yorkers earning low incomes or New Yorkers impacted by the COVID-19 crisis.</p> <p>Over the course of the COVID-19 pandemic, DSNY, MOFP, DOE, and NYCEM worked together to develop the GetFood programs. From April 2020 through February 2021, over 200 million meals were distributed through the DOE's Grab & Go sites and the Emergency Home Food Delivery program. MOFP, in partnership with HRA, launched the Pandemic Food Reserve (P-PFRED) in September 2020. As of March 2021, the City had distributed nearly 6 million pounds of fresh produce and over 2 million pounds of shelf-stable food to food pantries across the City.</p> <p>The City continued its work towards developing and updating food strategies and guidelines. MOFP released Food Forward NYC, the City's first ever 10-year food policy plan providing a comprehensive framework for a stronger, more resilient food system for all New Yorkers. DOHMH worked to develop proposed updates to the NYC Food Standards, and shared proposed updates with stakeholders for feedback.</p> <p>More than \$640,000 of Health Bucks coupons sponsored by DOHMH were distributed at farmers' markets through the Supplemental Nutrition Assistance Program (SNAP) incentive program from April through December 2020. In January 2021, the Health Bucks SNAP incentive ratio at farmers markets increased to \$2 for \$2 match (from \$2 for \$5) at all NYC farmers' markets.</p> <p>DOHMH continued to run its Get the Good Stuff program at six stores. This fruit and vegetable incentive program provides a \$1 for \$1 match on SNAP purchases of eligible fruits and vegetables at select supermarkets. Expansion to new stores was delayed due to COVID-19. Over \$947,000 worth of fruit and vegetable incentives were distributed from April through December 2020 to more than 7,000 participants.</p> <p>Steps continued to be taken to improve the foods and beverages served by City government, such as through the Good Food Purchasing Program. MOFP, DOHMH, NYC Opportunity, and select City agencies worked together to conduct baseline assessments to better understand the current beef and processed meat landscape across agencies. The City is on track to publish these assessments and develop agency action plans in order to implement the Good Food Purchasing Program.</p>	Announce sugar reduction targets for food manufacturers for National Salt and Sugar Reduction Initiative	Timeline extended
				Complete a 10-year Food Policy Strategy	Completed
				Continue to offer a \$2 for \$2 Health Bucks SNAP incentive match at 100+ farmers markets and promote the program to increase SNAP participant usage	Completed
				Develop, introduce, and implement a commitment to reduce processed meat in City agency meals	Partially Complete
				Expand the supermarket incentive program to a total of 10 stores	Timeline extended
				Implement a Good Food Purchasing Policy based on baseline assessments of agency food procurements	Completed
				Update the 2020 Meals/Snacks Purchased and Served to include new standards that address processed meat	Timeline extended
HL.15.2 Create a built environment that encourages physical activity, community building, and better mental health	DDC, DOHMH	In Progress / Partially Funded	<p>In order to support a built environment that encourages physical activity, community building, and better mental health, DOHMH continued researching the latest science and continued collaborating with partners to update the City's Active Design Guidelines. DOHMH convened City agency partners, community and academic partners, and other stakeholders through virtual workshops and meetings to further develop content for incorporation into the updated publication. Preliminary draft content was completed, and the process of review by internal stakeholders began. DDC continued to participate in the development of the Active Design Guidelines 2.0, collaborating with workshops, doing peer review of documents, and more.</p> <p>In April 2020, DOT launched Open Streets as a COVID-19 response measure, adding much-needed open space for social distancing by designating a total of 83 miles of streets as pedestrian and cycling priority corridors. Over the year, DOT worked to develop a permanent Open Streets program, working with communities citywide. On March 25, 2021, DOT opened applications for the 2021 expansion of the Open Streets program. Interested businesses and community partners can apply to manage either of two types of Open Streets: Temporary Limited Local Access, where the street is designated for pedestrian and cyclist use, during a specified set of hours and days each week or Temporary Full Closure, where the street is temporarily closed to vehicles for pedestrian and cyclist use, to support local businesses, and for community programming. DOT will work with participating community partners to develop operational plans for multiple uses, including outdoor dining and programming, while maintaining loading, deliveries, and emergency access.</p>	Work with agency partners and stakeholders to develop new content and design strategies to be incorporated into an update to the Active Design Guidelines (ADGs)	Completed
HL.15.4.S.4.5 Economic Recovery 5. Continue to support the FRESH program to increase the number of full-line grocers in underserved neighborhoods	EDC	In Progress / Funded	EDC continued to support the Food Retail Expansion to Support Health (FRESH) program, which lowers the costs of owning, leasing, developing, and renovating supermarket retail space in underserved communities. Two supermarket projects closed in fiscal year 2020, and another three were approved for FRESH benefits as of February 2021.	Approve additional projects for FRESH benefits and open approved stores	Completed
				Close on a first ASTEP for food retail deal	Timeline extended

HL.16 Design a physical environment that creates the conditions for health and well-being

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
HL.16.1 Reduce childhood exposure to lead	DOHMH	In Progress / Funded	Blood lead level testing declined starting in March 2020 due to COVID-19, when the New York State PAUSE Executive Order was in effect. Blood lead testing rates began to rise in the summer of 2020, and as of February 2021 had returned to expected rates. DOHMH inspectors continued to conduct investigations for all children with blood lead levels of 5 mcg/dL or greater.	Amend the Health Code to lower the blood lead level that mandates DOHMH inspection to 5 mcg/dL or greater	Completed

HL.16 Design a physical environment that creates the conditions for health and well-being

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
HL.16.1 Reduce childhood exposure to lead	DOHMH	In Progress / Funded	Blood lead level testing declined starting in March 2020 due to COVID-19, when the New York State PAUSE Executive Order was in effect. Blood lead testing rates began to rise in the summer of 2020, and as of February 2021 had returned to expected rates. DOHMH inspectors continued to conduct investigations for all children with blood lead levels of 5 mcg/dL or greater.	Amend the Health Code to lower the lead in dust and lead in paint thresholds, which will allow DOHMH to take action at lower levels than currently required	Completed
				Amend the Health Code to provide greater clarity on consumer products that contain dangerous levels of lead and on DOHMH's authority to take action when such levels are found	Completed
HL.16.2 Expand Heat-health Programming and Education	DOHMH, MOR	In Progress / Partially Funded	<p>Heat threatens New York City's health and livability, particularly as our climate continues to change. This year, the City continued to address the health impacts of hot weather and rapidly expanded and adapted its heat health programs to support response efforts during the COVID-19 crisis. The City's "Be a Buddy" campaign expanded to include COVID-19 wellness checks and assistance to participants to address food insecurity, isolation, personal protective equipment (PPE), cleaning product access, technology access, and other needs. Partners were also activated for several heat emergencies in summer 2020 and assisted clients in staying safe throughout the summer when public cooling spaces were limited.</p> <p>DOHMH worked closely with City partners on the "GetCool" program to distribute ~74,000 air conditioners to low-income, older New Yorkers. DOHMH helped to inform the program's structure, criteria, and evaluation plan. DOHMH also worked directly to recruit more than 100 community and faith organizations to screen and intake more than 6,000 clients for participation. In addition, DOHMH provided data and analysis to secure \$70 million in electricity bill subsidies to offset the cost of air conditioner use among low-income residents.</p> <p>DOHMH, MOS, and MOR worked together to secure a policy to prohibit all residential disconnections during hot weather. ConEd will suspend residential disconnections on the day preceding a day with a forecast heat index reaching 93 degrees or higher, any day reaching 93 degrees or higher, and on the following two calendar days.</p> <p>While service training programs were delayed this year due to COVID-19, DOHMH continued to communicate heat-health safety messages with COVID-19 considerations via websites, social media, and external partners. DOHMH also expanded its summer heat-health work to integrate necessary transmission mitigation messaging and to support the GetCool Program, and, in the process, engaged and educated community partners on the impact of extreme heat on their clients and communities.</p>	Complete data analysis of the two-summer baseline temperature measurements in 14 high heat-vulnerable neighborhoods	Completed
				Conduct 2 heat-health trainings for service providers working with populations with increased vulnerabilities to heat-related illness	Partially Complete
				Continue to work with government and nongovernmental stakeholders to advocate for energy justice, including promotion of and pursuing expansion of existing air conditioning benefits and resources, like the Home Energy Assistance Program cooling benefit	Partially Complete
				Implement year 3 of the "Be A Buddy" community resilience project and continue to evaluate project progress	Completed
				Launch a radio and newspaper media campaign to promote risks of heat-related illness and ways to protect those with increased susceptibilities	Completed
HL.16.3 Advance equitable improvements in air quality	CPP, DCAS, DEP, DOHMH, DOT, MOS	In Progress / Partially Funded	<p>Agencies continued to work on citywide efforts to reduce air pollution and advance equitable improvements in air quality.</p> <p>In addition to its continued implementation of energy efficiency and clean energy projects, DCAS continued conducting a study on the implementation of actions to achieve the City government emissions reductions target set forth in Local Law 97 (LL97). These laws set a target of 40 percent emissions reductions by 2025 (40x25) and 50 percent by 2030 (50x30) from a FY 2006 baseline. The LL97 Implementation Action Plan will identify emission reduction pathways for City agencies and the City stationary assets portfolio overall to meet the 40x25 and 50x30 goals. The report is on track to be released in the second quarter of 2021 and will guide agencies in meeting the City's ambitious emissions reductions goals. Since FY 2006, the City's emissions inventory baseline year, stationary assets have reduced greenhouse gas emissions by 23%, which in turn has led to air pollutant emissions reductions that are associated with greenhouse gas emissions.</p> <p>DEP continued to review and process citizen idling complaints. The agency reviewed and processed over 9,000 citizen complaints and over 3,000 311 idling complaints in 2020. DEP also drafted the cookstove rule that was sent to the working group for review. COVID-19 precluded further discussions.</p> <p>DOHMH, in collaboration with academic partners, completed the technical development of an air quality data screening tool and launched the process of quality assurance/quality control (QAQC) testing. The tool is currently undergoing external user testing.</p>	DEP will convene an advisory group to determine new technologies for cook stoves	Partially Complete
				With academic collaborators, DOHMH to develop a zip-code level air quality and health impacts screening tool for environmental policy evaluation in NYC	Completed
HL.16.4 Improve the quality of our waterways	DEP	In Progress / Funded	<p>DEP continued work to protect and improve the city's waterways. During the reporting year, DEP completed the municipal separate storm sewer system (MS4) annual report. DEP led the development of the Stormwater Management Program (SWMP), and 13 other city agencies also had MS4 permit obligations.</p> <p>The Stormwater Controls Working Group continued to meet frequently. This Interagency Team consists of representatives from across city agencies working together to collaborate and continue implementation of all its MS4 programs and initiatives. The Interagency Team was actively involved with the negotiations of the impending permit, annual reporting, and programming.</p> <p>DEP also continued progress on installing green infrastructure. Although the COVID-19 crisis impacted construction durations due to shut downs, DEP constructed 3,000 green infrastructure assets in 2020, bringing the total to over 10,000 assets to date.</p>	Submit SWMP Annual Report to NYSDEC and the Public	Completed

HL.16 Design a physical environment that creates the conditions for health and well-being

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
HL.16.5 Protect, restore and conserve the City's natural environment	DPR	In Progress / Funded	As of January 2021, NYC Parks had planted over 6,600 street and landscaped park trees in neighborhoods with the highest vulnerability to heat, exceeding the 2021 goal nearly a year ahead of schedule.	Analyze LiDAR data for NYC tree canopy	Partially Complete
			In forested natural areas, NYC Parks implemented Year One of the Forest Management Framework, hiring 43 staff and caring for 1,300 acres of forest across 57 parks in FY2020. NYC Parks exceeded its goal to improve more than 250 acres annually; in CY2020, it improved 845 acres of forest.	Complete Freshwater Wetlands and Streams Restoration Needs Report	Completed
			NYC Parks was unable to continue working with the University of Vermont on its LiDAR data analysis due to the COVID-19 pandemic, but started work with the Nature Conservancy on a separate Nature Stats summary that is in progress.	Improve over 250 acres of forested natural areas citywide annually	Completed
			NYC Parks completed the Freshwater Wetlands and Stream Restoration Needs Report and the Wetlands Management Framework. The Wetlands Management Framework is on track to be released in spring 2021.		
HL.16.2.3.3A Reduce asthma triggers in the home	NYCHA	In Progress / Funded	New roofs in NYCHA apartments can prevent leaks and mold, which can cause asthma and other respiratory illness. As of January 2021, NYCHA replaced roofs at 53 buildings in Tranche 2 (with 25 buildings remaining, all in one development) and 83 buildings in Tranche 3 (with nine buildings at two developments remaining, which are expected to be completed by the end of the year). Due to the pandemic, installations in Tranche 4 were delayed. Tranche 4 includes 134 roof installations at 12 developments which are in various stages of procurement and pre-start of construction. It is anticipated that 32 will be replaced by the end of the year. Roof replacements for 91 building in eight developments in Tranche 5 are at various levels of the design process. Additionally, the installations of the Mayoral Roofing Program accelerated to eight Tranches.	Complete any remaining roof replacements from Tranche 2 and complete the installations of the 94 buildings from Tranche 3	Partially Complete
				Complete the procurement process for the roof replacements in Tranche 6	Partially Complete
				Continue the roof replacements for the approximately 99 buildings in Tranche 5	Completed
				Continue the roof replacements for Tranche 4 which involves 134 buildings at 12 locations	Completed
HL.16.2.3.3C Reduce housing-related fall hazards for older adults	DFTA, DOHMH	In Progress / Budget Neutral	<p>Preventing falls among older New Yorkers remained top-of-mind in 2020, due to the challenges presented by COVID-19. With people staying home more often, housing-related fall hazards are a more important consideration than ever. In response, DFTA provided falls prevention trainings virtually, including classes such as Tai Chi for Arthritis (TCA), A Matter of Balance (AMOB), and Walk with Ease. DFTA also promoted many educational materials, safety checklists, evidence-based programs, virtual trainings and workshops offered by both DFTA-funded sites and other coalition members, during the annual Falls Prevention Awareness Week in September 2020. Working alongside DFTA, the NYC Falls Prevention Coalition also shared tools and practices with DFTA senior center members. DOHMH created a guidance document for older New Yorkers who live at home that contains frequently asked questions about COVID-19 and how to stay safe during the response, as well as a section on managing falls risks while staying home. The DOHMH Falls Prevention web pages also added information about how best to manage falls risks at home while responding to COVID-19.</p> <p>Access to technology presented undeniable issues for older adults and those who served them in 2020. DOHMH continued to develop, refine, and embed falls prevention education and training for varied professional stakeholders. Trainings for HPD-funded building owners, managers, and developers continued seamlessly at the same rate in previous years. Community presentations were offered throughout the year, accessible to and enjoyed by older adults across all five boroughs.</p> <p>DOHMH also created and began executing a new training curricula for falls prevention and medicine safety, in English and Spanish, with colleagues from the Poison Control Center. Finally, Falls Prevention Awareness Week 2020 featured five robust days of virtual events, ranging from education sessions and lectures to physical activity demonstrations. There were 20+ public-facing falls prevention trainings and community presentations in 2020, directly reaching roughly 900 older adults and stakeholders with falls prevention and home safety messages.</p> <p>DOHMH's checklist tool was embedded in the 2020 NYC Overlay of the Enterprise Green Communities Criteria. Every new construction and substantial rehabilitation project receiving funding from HPD must comply with the NYC Overlay as a condition for their funding. The new NYC Overlay requires inclusion of accessibility and aging-in-place home modification resources in a resident manual, and specifically suggests inclusion of DOHMH's "How to Prevent Falls: A Home Safety Checklist." This extends falls prevention messaging to hundreds or thousands of previously unreachable New Yorkers.</p>	Continue to implement and evaluate ongoing aging-in-place trainings with HPD	Completed
				Continue to implement and evaluate ongoing falls prevention trainings with DFTA	Completed
				Create a roll-out strategy for requiring fall risk assessments in contracts that include home-based services, with sister agencies	Partially Complete
				Embed falls prevention tools and educational practices in DFTA-led programs and initiatives	Partially Complete
				Refine tools and curricula based on feedback	Completed
				Supplement these efforts with dissemination of promotional fall prevention items (e.g., nightlights) and ongoing falls prevention trainings with DFTA	Partially Complete

Equity and Excellence in Education

EE.17 Make New York City a leading national model for early childhood education

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
EE.17.1 Ensure eligible children from birth to three years have access to developmental services	DOHMH	In Progress / Funded	During the reporting period, DOHMH adapted to the challenges posed by COVID-19 while still making progress to ensure eligible children from birth to three years have access to developmental services. As a result of the pandemic, many child care centers closed, and well-baby pediatric visits ceased for several months. Despite these challenges, DOHMH distributed 470 child care toolkits and 388 clinician toolkits, and reached 1,591 community members to provide education about the Early Intervention Program.	Distribute 1,000 child care toolkits	Partially Complete
				Distribute 700 clinician toolkits	Partially Complete
				Engage 5,000 community members a year to introduce the Early Intervention Program	Partially Complete
				Increase annual referrals to the early intervention program by 500 children over the number referred in 2019	Timeline extended
EE.17.2 Expand 3-k for All to more than one-third of all school districts by end of 2020 school year	DOE	In Progress / In Planning	This year, following a temporary pause due to COVID-19, DOE has continued work to expand 3-K to districts 1, 14, 12, and 29, with seats in these districts becoming available in this year's application. Mayor Bill de Blasio and Schools Chancellor Meisha Porter announced in March 2021 that in partnership with City Council, 3-K for All will expand to the remaining 16 community school districts in the 2021-2022 school year – bringing free, full-day, high-quality 3-K to up to 16,500 more three-year-olds across New York City. By this fall, the City will support approximately 40,000 3-K seats across all 32 community school districts.	Expand 3-K for All to a total of 14 school districts, including the 10 lowest income districts (Districts 4, 5, 6, 7, 8, 9, 12, 16, 19, 23, 27, 29, 31, 32)	Partially Complete
EE.17.3 Offer home-based childcare providers	DOE	In Progress / Funded	DOE in collaboration with contracted Networks has been providing professional learning sessions to affiliated providers based on each Network professional learning calendar. Affiliated providers are receiving 6-12 professional learning days annually and we are on-track to providing these training sessions to affiliated providers through virtual synchronous sessions.	Provide training and support to all home-based providers who are part of a family childcare network contracted with the City	Partially Complete
EE.17.4 Achieve universal literacy by second grade	DOE	In Progress / Partially Funded	Over the year, due to COVID-19 all Universal Literacy coaches were temporarily reassigned to serve as teachers or school staff either in-person or remotely. As of the close of this reporting period, these coaches continued to work in this capacity to support schools as teachers and DOE continued to monitor student progress.	All schools receiving literary supports	Completed
EE.17.5 Offer free, full-day, high-quality Pre-K for every four-year-old	DOE	In Progress / In Planning	Over the year, DOE continued to support pre-K in schools, NYC Early Education Centers, and Family Child Care Centers throughout the city. DOE completed a citywide request for proposals and will maintain pre-K access for all children and continue to support the quality of all programs.	Work with pre-K programs citywide to continuously improve quality; work with families through outreach efforts to ensure all families can access a program that meets their needs	Completed
EE.17.2.1.2 Continue to focus on developing high-quality early childhood programs through teacher recruitment and training as well as through increased support for students whose native language is not English, students with disabilities, and students from high-need	DOE	In Progress / In Planning	This year, DOE sent provisional award notifications to providers for early childhood education from birth-to-five. The Division of Early Childhood Education (DECE) continued to support readiness of these programs, and the contracts are set to begin on July 1st, 2021. DOE also planned to add 24 more dual language programs for the upcoming year. Budget constraints impacted the full extent of programming—these are in NYC Early Education Centers, District Schools, and Pre-K Centers. Following a temporary pause due to COVID-19, DOE continued work to expand 3-K to districts 1, 14, 12, and 29, with seats in these districts becoming available in this year's application. Mayor Bill de Blasio and Schools Chancellor Meisha Porter announced in March 2021 that in partnership with City Council, 3-K for All will expand to the remaining 16 community school districts in the 2021-2022 school year – bringing free, full-day, high-quality 3-K to up to 16,500 more three-year-olds across New York City. By this fall, the City will support approximately 40,000 3-K seats across all 32 community school districts.	Award new contracts for early childhood education from birth-to-five, which will create a more unified system of care and education in NUC	Completed
				Expand 3-K for All to a total of 14 school districts, including the 10 lowest income districts (Districts 4, 5, 6, 7, 8, 9, 12, 16, 19, 23, 27, 29, 31, 32)	Partially Complete
				Expand to over 100 Dual Language Pre-K programs	Partially Complete
EE.17.2.2.1 Implement key system-building initiatives to strengthen Community Schools	DOE	In Progress / In Planning	COVID-19 has shown the power and potential of Community Schools to serve as a source of community strength and adaptiveness. By leveraging neighborhood assets, Community Schools have been uniquely positioned to address the disproportionate impact of COVID 19, to promote resiliency and to connect families to supports ranging from counseling, to technology, to food. In December 2020, Mayor de Blasio and former Chancellor Carranza announced the 2021 Mental Health and Well Being Plan for schools which includes adding one new Community School in each of the 27 neighborhoods hardest hit by the pandemic.	Expand the success mentoring initiative to serve more vulnerable youth	Completed
				Increase the number of schools that complete an assets and needs assessment	Completed
				Strengthen and expand peer learning networks among school leaders	Completed

Equity and Excellence in Education

EE.18 Advance equity in K-12 opportunity and achievement

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
EE.18.1 Improve school facilities, particularly in high need districts	DOE	In Progress / Funded	<p>To support the reopening of schools during the COVID-19 pandemic, SCA collaborated with over a dozen City agencies to create more than two dozen testing sites and diagnostic centers for H+H and DOHMH. In partnership with DOE, SCA checked ventilation systems in over 137,000 rooms used by students, faculty, and staff at approximately 1,500 school buildings in preparation for school reopening. In partnership with multiple City agencies, SCA identified more than 110 sites for the expansion of school capacity for social distancing purposes, as well as for the Learning Bridges Program.</p> <p>Due to COVID-19, funding for the Mayor’s Air Conditioning for All initiative was suspended in March 2020 and for the fiscal year 2021 budget. During this time, DOE did not continue to perform this work, though the SCA has continued with the initiative. As of February 2021, air conditioning was installed in 79.6 percent of classrooms.</p>	Begin implementation of the proposed 2020-2024 Capital Plan	Partially Complete
EE.18.2 Improve college readiness by expanding algebra, AP, and Computer Science to every school by 2025	DOE	In Progress / Partially Funded	<p>Despite the implications of the COVID-19 pandemic, Computer Science for All (CS4All) trained teachers from 320 schools in the 2019-2020 schoolyear. CS4All trained teachers provided CS education to over 174,000 students in the 2019-2020 schoolyear. Through continued teacher training and school support, CS4All is ensuring that a growing number of students develop 21st century skills necessary for college and career readiness.</p> <p>Despite the implications of the COVID-19 Pandemic, Algebra for All provided interactive professional learning to 1,250 teachers and 580 school and district leaders from 700 schools across 32 districts. This professional learning and accompanying resources increases equitable access to rigorous Algebra 1 coursework ensuring that a growing number of students are prepared for college and career success.</p> <p>Due to the pandemic, AP for All was not able to engage the final cohort of schools in joining the program to expand their AP offerings. As a result of COVID-19–related budget constraints, limited staffing to accommodate programming pods, and shifting instructional priorities, schools dropped at least 259 AP courses, which lowered the percentage of students with access to 5 or more AP courses. AP for All is developing a proposal for schools to meet the goal of all high school students having access to 5 or more AP courses through multiple pathways. These pathways may include International Baccalaureate, college-level courses offered through local universities, etc. AP for All expects that schools will need 1-3 years to expand their offerings to pre-COVID levels or higher.</p>	80% of high school students have access to five or more AP classes	Partially Complete
EE.18.3 Expand College Access for All	DOE	In Progress / In Planning	Over the year, College Access for All supported and trained staff in implementing key postsecondary planning experiences in 516 high schools. Since its first year, College Access for All has grown from supporting 11,112 seniors to now supporting over 68,000 seniors located in every district and borough throughout New York City. Since the inception of College Access for All, citywide postsecondary enrollment has increased from 57 percent to 63 percent. MS College Access for All was put on hold due to COVID-19 and associated budget constraints. Additionally, the pandemic made college visits infeasible.	All 7th grade students to visit a college campus	Completed
EE.18.4 Ensure students in temporary housing receive the support and services they need to succeed	DOE	In Progress / In Planning	<p>During the reporting period, DOE ensured continuity for students in temporary housing (STH) in receiving the support and services they need to succeed. The continuation of supports and services for STH during this pandemic was critical, and DOE was laser-focused on meeting the unique needs of these students and families whether they are learning in-person or remotely.</p> <p>DOE's comprehensive array of direct services and programming support included hands-on supports. This included 300+ school- and shelter-based staff who are equipped with resources and skills to support the mental health of STH and their families, including a specific focus on trauma informed care and restorative approaches. One hundred Bridging the Gap Social Workers have been providing ongoing tele-therapy and remote counseling to students in temporary housing. STH have been prioritized for placement at Learning Bridges sites. Prioritizing STH for these programs and matching some Learning Bridges sites directly to shelters helped limit barriers to participation.</p> <p>DOE also worked to close the digital divide over the past year, and iPad distribution and support was prioritized for students in temporary housing. DOE distributed 15,000 LTE-enabled iPads to students currently in shelter. To ensure that every student has immediate access to the tools they need to support remote learning, DOE committed to swapping carrier service from T-Mobile to Verizon for any shelter student reporting connectivity problems with their iPad. They also made a commitment that any student or family residing in a shelter who reports a connectivity problem to the DOE Help Desk will receive a response within 24 hours.</p> <p>Upon closure of school buildings due to COVID-19, DOE immediately opened over 400 Meal Hubs across the city. Students and families were able go to any Meal Hub and receive free, nutritious meals. Additionally, DOE delivered meals to the largest shelters. To date, this program has served over 90 million meals to New Yorkers. Starting Fall 2020, students were able to receive meals from any DOE school buildings regardless of whether they are learning in-person or remotely. DOE continues to serve meals to adults at hundreds of locations with hours adjusted for the school day.</p>	Continue to strengthen professional development opportunities for DOE staff in collaboration with non-profits and social services agencies	Completed

Equity and Excellence in Education

EE.18 Advance equity in K-12 opportunity and achievement

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
EE.18.1.2.4 Increase post-secondary attainment by promoting high-school graduation, college matriculation and degree completion	DOE	In Progress / Funded	Over the year, the City continued to make progress to increase post-secondary attainment. As of the close of this reporting period, College Access for All had trained at least one staff member at 98 percent of all NYC high schools. This increase in development and capacity supported the Class of 2020 in achieving a record high graduation rate of 78.8 percent, an increase of 1.5 percentage points during the height of COVID-19. Additionally, 72.5 percent of graduates in the Class of 2020 graduated high school on time and met CUNY's standards for college readiness in English and math. Overall, the number of students enrolling in a two or four-year college program as well as a vocational or public service program after graduation has also reached an all-time high of 62.8 percent.		

EE.19 Increase integration, diversity, and inclusion in New York City Schools

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
EE.19.1 Support the Critically Conscious Educators Rising Series	DOE	In Progress / Funded	Due to COVID-related budget constraints, DOE anticipated a drop in participation in the Critically Conscious Educators Rising Series from 344 to 200. However, by eliminating features such as the culminating conference, DOE was able to meet the interest and, as of April 2021, are servicing roughly the same amount of participants, with 341 participants.	Increase the number of participants involved in the series	Partially Complete
EE.19.2 Expand implicit bias training for City Teachers	DOE	In Progress / Partially Funded	At the start of April 2021, DOE had trained approximately 70,000 teachers on implicit bias. The COVID-19 crisis and related constraints slowed efforts over the year, both in terms of significantly reduced resources as well as shifting priorities in the system. In spite of this, DOE transformed the training into a virtual one, through a combination of synchronous and asynchronous training modules. The agency made substantial progress to fulfill its training goals during the unique school year, and is on track to continue making substantial progress.	Support strategic planning and implementation of trainings for Cohort 2 (14 additional districts)	Partially Complete
EE.19.3 Advance the diversity grants program	DOE	In Progress / Funded	DOE continued to do work to foster integration across schools, center community voice, and fight inequities in the school system, committing to expand district integration planning to all 32 districts over the next four years. DOE continued to work with schools, superintendents, and communities to identify the next cohort of districts to participate in these community planning processes.	Complete community planning efforts in 5 school districts	Partially Complete
EE.19.4 Provide students with greater access to restorative justice	DOE	In Progress / In Planning	Due to the COVID-19 crisis, the expansion of DOE's restorative justice work was put on hold.	Continue to explore opportunities to further expand restorative practices into other districts	Timeline extended
EE.19.5 Ensure inclusion for students of all gender identities and sexual orientations	DOE	In Progress / Funded	DOE continued to support LGBTQ students by developing trainings, LGBTQ+ author visits, movie festivals, Stonewall Inn virtual tours, and meetup groups. DOE held Respect for All Week in February 2021, providing schools across the city with the opportunity to highlight and build upon ongoing programs to help students, staff, and communities gain a better understanding of diversity. Due to COVID-19 budget constraints and the shift to remote learning, student club funding generally was reduced this year, likely impacting number of student clubs in the system.	Expand the number of student clubs that are funded	Timeline extended

LC.20 Achieve carbon neutrality and 100% clean electricity

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
LC.20.1 Ensure 100 percent clean electricity resources	MOS	In Progress / Partially Funded	<p>The City made major progress on initiatives to ensure 100 percent clean electricity resources by 2040. The City continued to work with New York State to bring offshore wind (OSW) to NYC, with NYSERDA announcing a Request for Proposals (RFP) for the second round of OSW solicitations to procure an additional 2,500 Megawatts (MW) in April 2020. Provisional awards were announced in the second quarter of 2020 and included potentially an additional ~1260 MW connecting into NYC. The City also continued to push the development of distributed solar within New York City.</p> <p>In April 2021, New York City signed a letter of intent in partnership with the New York State Energy Research and Development Authority (NYSERDA) committing the City to a joint purchase of large-scale renewable source of electricity delivered to the city, which could include Canadian hydropower or equivalent. This joint purchase would power City government operations with 100% renewable electricity by 2025 and be a dramatic step forward as part of the City's comprehensive climate mitigation strategy to ensure the City makes a just transition to a clean energy economy.</p> <p>In April 2021, the City, Con Edison and National Grid released "Pathways to Carbon-Neutral NYC: Modernize, Reimagine, Reach," a technical report that provides in-depth analysis of three carbon reduction pathways for New York City to reach at least 80% reduction by 2050 and carbon neutrality to guide policymaking and to satisfy a Local Law 97 (LL97) requirement. The results of the report will inform the development of the City's Long Term Energy Plan and the implementation of LL97, in addition to utility planning and investment strategies.</p>	Achieve 12 month permitting timeline for energy storage	Partially Complete
LC.20.2 Pursue deep cuts in emissions and gains in efficiency across all buildings	MOS	In Progress / Partially Funded	<p>This year, the City took major steps to reduce future emissions from NYC buildings. DOB established the Local Law 97 Advisory Board and began to put into effect rules for buildings that are required to comply with the Climate Mobilization Act, an important next step in reaching its ambitious targets. To help building owners comply with the Climate Mobilization Act, NYC relaunched the NYC Accelerator, a free technical advisory services program to help New Yorkers not only comply with local laws but also retrofit and construct high-performance spaces that help NYC on its path toward a carbon neutral future. The program provides energy efficiency guidance and services to buildings owners facing Local Law 97 emissions limits, buildings with affordable housing, new construction, buildings aiming to make deep energy retrofits, as well as smaller buildings aiming to improve efficiency.</p> <p>To help building owners pay for energy efficiency improvements, the City continued to develop the Property Assessed Clean Energy (PACE) program which is expected to come online in 2021. In addition to providing financing to existing buildings, City Council passed legislation in March 2021 to extend PACE financing to energy efficiency measures included in new construction. Previously, the loan program would only have been able to provide financing for energy efficiency upgrades to existing buildings. Now, with this amendment, new construction will also be able to access and benefit from the PACE lending program.</p> <p>NYC also passed Local Law 116, which will require all buildings where rent stabilized units represent 35 percent or less of their units to comply with Local Law 97 emissions limits. Buildings larger than 25,000 square feet are now also required to publicly post energy efficiency grades. Finally, the City announced a commitment to ban new fossil fuel connections in new construction by at least 2030. The City will establish intermediate goals in the short-term and ensure the ban does not negatively impact renters and low-income residents.</p> <p>In April 2021, the City, Con Edison and National Grid released "Pathways to Carbon-Neutral NYC: Modernize, Reimagine, Reach," a technical report that provides in-depth analysis of three carbon reduction pathways for New York City to reach at least 80% reduction by 2050 and carbon neutrality to guide policymaking and to satisfy a Local Law 97 (LL97) requirement. The results of the report will inform the development of the City's Long Term Energy Plan and the implementation of LL97, in addition to utility planning and investment strategies.</p>	Pass legislation and develop rules for buildings over 25,000 square feet	Partially Complete

LC.20 Achieve carbon neutrality and 100% clean electricity

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
LC.20.3 Promote sustainable transportation options	DOT, MOS	In Progress / Partially Funded	<p>As of the start of April 2021, DCAS Fleet had installed 68 fast charging hubs for electric vehicles (EV) to serve the City’s municipal fleet and continued to work on adding an additional 29 fast charging stations. Seven of these fast chargers are available for public use, with plans to have a total of 14 available for public use in all five boroughs.</p> <p>DOT continued construction for fast chargers at two municipal garages, Delancey-Essex and Court Square– each site will operate four fast chargers. The stations are expected to be in service in the second quarter of 2021. The procurement for five additional hubs was initiated, with construction expected to commence in Summer 2021. DOT and Con Edison selected sites for curbside charging projects, with construction beginning in Spring 2021. By the end of Fall 2021, 120 chargers – 20 for the City Fleet and 100 for public use – are anticipated to be active.</p> <p>Since DOT launched the cargo bike pilot program, 200 bikes have been added with participation from DHL, UPS, Amazon, FedEx, and Reef Technology.</p> <p>The City also took steps to improve cycling infrastructure throughout the city. Mayor de Blasio announced "Bridges for the People," a plan to ban cars on the innermost lane of the Manhattan-bound side of the Brooklyn Bridge to transform it into a two-way protected bike lane and turn the existing shared promenade space into a space just for pedestrians, and to convert the north outer roadway of the Queensboro Bridge into a two-way bike-only lane and convert the south outer roadway to a two-way pedestrian-only lane.</p> <p>The City also announced the installation of new Bike Boulevards across the city. In 2021, New York City will begin construction on five new Bike Boulevards, streets that are designed to give bicycles travel priority and put cyclist safety first. These boulevards will have unique design elements to slow vehicle speeds and reduce volume with traffic diverters, signal timing changes, shared streets, Open Streets and gateway treatments.</p> <p>Over the year, DOT continued to support the MTA in its implementation of the Central Business District Tolling Program, the official name of congestion pricing. The MTA is designing, installing, and operating the system, while DOT plays a supporting role focusing on infrastructure siting and legislatively mandated studies. The project requires approval by the U.S. Department of Transportation and a federal environmental review, which were stalled under the Trump Administration. In March 2021, the Biden Administration permitted the federal regulatory and approval process to move forward.</p> <p>In April 2021, Mayor de Blasio signed an executive order requiring all school buses be electric by 2040, including a commitment to purchase more than 50 electric school buses over the next two years. The transition from a diesel fleet to an all-electric school bus fleet will have significant climate, health and cost-saving impacts: The new fleet will reduce 30% of carbon emissions from school buses, remove enough air pollution citywide to avoid two premature deaths each year, reduce asthma emergency department visits and respiratory and cardiac hospitalizations, and save about \$18 million in health care costs.</p>	Complete installation of first five fast charging stations	Partially Complete

LC.20 Achieve carbon neutrality and 100% clean electricity

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
LC.20.4 Adopt Zero Waste management strategies citywide	DSNY	In Progress / Partially Funded	<p>In October 2020, after delays due to litigation and the COVID-19 pandemic, New York State began enforcement of the plastic bag ban, which prohibits most grocery stores and other retailers from providing plastic carryout bags to customers. Since March 2020, retailers have also been required to collect a five-cent fee on each paper bag provided. In support of this effort, the City has distributed more than 1 million reusable bags to New York City residents since 2016.</p> <p>This year, the City implemented Executive Orders 42 and 54 to reduce municipal use, purchase, and sale of single-use plastic foodware and beverage bottles. All City agencies submitted and began to implement their plans to reduce their usage of single-use plastic options by replacing them with reusable or more recyclable alternatives.</p> <p>Due to the financial crisis caused by COVID-19, several other zero waste initiatives, including curbside composting and hazardous waste events and drop-off sites, were temporarily suspended. Curbside electronics collection was permanently suspended. Several zero waste initiatives were restored throughout the year.</p> <p>In July 2020, in partnership with the City Council, the City partially restored funding for community composting partners to reopen food scrap drop-off sites in all five boroughs. As of February 2021, 96 drop-off sites were operating in New York City, giving New Yorkers an opportunity to compost their food scraps and help replenish soils in NYC's parks and gardens.</p> <p>In April 2021, Mayor de Blasio announced that the City of New York will resume its world-leading Curbside Composting Program, which had been put on hold due to the budgetary impact of the COVID-19 pandemic. This new iteration of the program will be available citywide, with buildings and residents able to voluntarily opt-in to receive free weekly curbside composting service. Enrollment will launch in August 2021, with collection services set to begin in October and expand as more buildings opt in.</p> <p>The announcement also included significant expansions of community composting, reuse, and hazardous waste disposal programs. The popular Food Scrap Drop-Off program will be significantly expanded, from over 100 community-based sites at present to more than 200 this fall. From September 2020 through February 2021, many food scrap drop-offs had broken participation records and have collected and diverted 1,300,000 pounds of material.</p> <p>The City also announced a first-of-its-kind pilot of "smart bins," in which New Yorkers use an app to access public food scrap drop off bins, thus preventing cross-contamination and misuse. It was also announced that School Curbside Composting service will also return in the 2021-2022 school year, and that nearly 1,000 schools that had service prior to COVID-19 will resume curbside composting.</p>	Complete implementation of foam ban, plastic bag ban, and paper bag fee, and distribute more than 1 million reusable bags	Completed
LC.20.5 Support every New Yorker in the shift to sustainable living	MOS	In Progress / Partially Funded	This year, the City continued to make progress towards adopting more sustainable consumption practices in municipal government operations. The City implemented Executive Orders 42 and 54 to reduce municipal use, purchase, and sale of single-use plastic foodware and beverage bottles. All City agencies have submitted and begun to implement their plans to reduce their usage of single-use plastic options by replacing them with reusable or more recyclable alternatives. MOS also continued to engage New Yorkers in behavior change campaigns and climate justice action during the COVID-19 pandemic. From launching a first-ever Earth Day at Home campaign, to operating and staffing emergency response call centers to provide food and air conditioners for vulnerable seniors and New Yorkers, the City engaged thousands of New Yorkers in climate justice work.	Draft measurement and benchmark frameworks to assess impact for designated campaigns and programs helping New Yorkers live more sustainably	Partially Complete
LC.20.4.S.6.9 Utilities 9. Work with industry partners, New York State, and regulators to strengthen New York City's power supply	MOR	In Progress / Funded	During the reporting period, the City provided input on Con Edison's first climate change implementation plan to protect their electric, gas, and steam systems from the impacts of climate change.	Continue to participate in the Con Edison Climate Change Vulnerability Study and ensure recommendations are assessed and funded through the 2019 rate case process	Completed
LC.20.3.1.1F Achieve net-zero energy at in-city wastewater treatment plants by 2050	DEP	In Progress / Partially Funded	The City continued to make progress towards the goal of achieving net-zero energy at in-city wastewater treatment plants, now referred to as wastewater resource recovery facilities (WRRF). Over the year, DEP continued procurement for a request for proposals (RFP) to study the feasibility of locating a WRRF on Riker's Island. This year, DEP's Energy and Carbon Neutrality Plan undertook several first-ever analyses for the agency, including analyses of food waste co-digestion capacity system-wide, solar photovoltaic (PV) potential over process tanks, hydropower potential from effluent outfalls, thermal energy recovery potential from wastewater, and biosolids beneficial use potential and innovative solids handling solutions. The specific combination of energy and carbon neutrality strategies will be determined for each WRRF.		

LC.21 Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status			
<p>LC.21.1 Mitigate physical risks posed by climate change by delivering critical projects</p>	<p>DPR, EDC, MOR</p>	<p>In Progress / Partially Funded</p>	<p>Following a pause due to COVID-19, the Lower Manhattan Coastal Resiliency (LMCR) projects managed by EDC resumed with some schedule impacts. The Battery Wharf Reconstruction Project was placed on pause in April 2020. Work resumed in fourth quarter of 2020 and the City advanced significant existing conditions work, coordinated with the maritime operators, initiated a community engagement process, and reached a design milestone. The Two Bridges Coastal Resilience Project was also paused in April 2020. Design restarted in the third quarter of 2020 and continued to progress.</p> <p>For the Financial District and South Street Seaport Climate Resiliency Master Plan, over the past year the City developed guiding principles, advanced hydrodynamic modeling, initiated comprehensive habitat sampling, and analyzed maritime and transportation systems. The City also advanced robust virtual engagement through partnerships with the Climate Coalition of Lower Manhattan, outside technical advisors, and the broader community through workshops and open houses. An engagement portal was also launched, a regulatory oversight body was established, and initial alternatives were shared with the community.</p> <p>The LMCR Battery Park City South Resiliency Project managed by the Battery Park City Authority (BCPA) reached design milestones for the project areas of Wagner Park, the Museum of Jewish Heritage, Pier A Plaza, and The Battery tie-in. The City continued to coordinate with BPCA and provide feedback on the project.</p> <p>In April 2021, major construction activities began on East Side Coastal Resiliency (ESCR), a \$1.45 billion climate resiliency project that will extend flood protections and improve open spaces for more than 110,000 New Yorkers— including 28,000 public housing residents – on Manhattan’s East Side, from East 25th Street south to Montgomery Street.</p> <p>During the reporting period, DPR completed the Freshwater Wetlands and Streams Restoration Needs Report. Recommendations included renewing protection from upstream development and improving buffer and stormwater management.</p>	<p>Commence design and community engagement on the Battery Wharf Reconstruction Project</p> <p>Complete final design of Two Bridges Coastal Resilience Project</p> <p>Complete Freshwater Wetlands and Streams Restoration Needs Report</p> <p>Develop the Financial District and South Street Seaport Climate Resiliency Master Plan</p> <p>Open Pier 2 Uplands and Squibb Park Bridge in Brooklyn Bridge Park, bringing the park to 90% complete</p> <p>Start Construction on the Battery/South Battery Park City Resiliency Project</p>	<p>Completed</p> <p>Partially Complete</p> <p>Completed</p> <p>Partially Complete</p> <p>Completed</p> <p>Timeline extended</p>			
			<p>LC.21.2 Empower New Yorkers to take climate-smart adaptation measures</p>	<p>MOR, NYCEM, SBS</p>	<p>In Progress / Funded</p>	<p>During the reporting period, the City continued to help empower New Yorkers to take climate-smart adaptation measures. The City held a virtual training on heat health safety with over 160 participants. Community Preparedness hosted 14 Community Preparedness Council meetings (called "Unity In Community") with over 2,000 total participants. Due to the COVID-19 pandemic, the bureau hosted these meetings from March to August 2020 to provide updates on the City's response to the pandemic but also to hear from the experiences of community-based organizations.</p> <p>During National Preparedness month in September 2020, the bureau hosted a special series of 10 preparedness trainings with 600 participants in attendance. These trainings were provided in lieu of the 10 community preparedness bootcamps previously planned for 2020. During the reporting period, the City also leveraged the "Be a Buddy" community resilience project to support COVID-19 response and has continued to evaluate the pilot.</p> <p>In March 2020, the Cool Roofs program was suspended due to COVID-19 but is expected to resume in 2021 if safety guidelines permit. However, during calendar year 2020, 272,077 square feet of rooftop was still coated through an arm of the initiative called "Cool It Yourself," led by NYCHA.</p>	<p>Coat one million square feet of rooftop, with outreach prioritizing high heat vulnerability neighborhoods, and provide training and job-connection services to 70 New Yorkers</p> <p>Continue to conduct 10 Community Preparedness Boot Camps to assist local organizations with their emergency planning and connect them with NYCEM's resources</p> <p>Execute "Be a Buddy" media campaign</p> <p>Host an annual symposium for local community and faith-based organizations to discuss best practices for community planning for vulnerable populations</p> <p>Host annual Community Preparedness Symposium (formerly called the Disability Access and Functional Needs Symposium)</p> <p>Host Community Preparedness Council three times per year to provide a forum for community, faith-based and government leaders to network and share best practices, challenges, and next steps</p> <p>Implement heat-health trainings and programming</p>	<p>Partially Complete</p> <p>Completed</p> <p>Partially Complete</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Partially Complete</p>

LC.21 Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
LC.21.3 Develop policies and governance structures to support climate resiliency and adaptation	MOR	In Progress / Budget Neutral	<p>Over the year, the City continued to work with agencies on implementation of the Climate Resiliency Design Guidelines (CRDG). In September 2020, MOR published Version 4 of the CRDG which strengthened the application of the guidelines for precipitation, heat, and tidal inundation zones, and improved reporting requirements. In March 2021, City Council passed legislation to mandate a five-year pilot of the Climate Resiliency Design Guidelines for City capital projects, and the development of a climate resiliency scoring metric. The scoring metric will account for flooding and extreme heat risk. Following the pilot period, capital projects will have to meet or exceed a minimum resiliency score, ensuring that they are designed to withstand the future impacts of climate change. In addition to the CRDG, the City has also developed a document on coastal protection lessons learned to inform the development of the Coastal Protection Design Guidelines.</p> <p>During the reporting period, the City continued to advocate for legislation, regulations, and policies that support climate adaptation and resilience. The City continued to work with bipartisan members of Congress to reform the National Flood Insurance Program (NFIP) to ensure affordability and expand mitigation options and also collaborated with State officials to highlight the importance of funding urban resiliency projects through Governor Cuomo's Mother Nature Bond Act. The City also continued to explore waterfront management structures for improved consistent asset management and maintenance.</p>	Advance a Flood Resilience Zoning Text Amendment, with the ULURP process concluding in 2020. This zoning text amendment would ensure sufficient flexibility in zoning to accommodate sufficient freeboard to accommodate sea level rise projections	Partially Complete
				Develop Coastal Protection Design Guidelines	Partially Complete
				Expand capacity within city and non-city agencies to conduct outreach regarding flood risks and insurance issues	Partially Complete
				Work with agencies to implement the Climate Resiliency Design Guidelines	Completed
LC.21.4 Use the best available science to inform a multi-hazard approach to climate adaptation	MOR	In Progress / Partially Funded	<p>In April 2020, the City announced the appointment of the full New York City Panel on Climate Change (NPCC). With these appointments, NPCC became more diverse than ever, deepening expertise on environmental justice and climate equity and increasing gender diversity by adding more women of color and more women in leadership. In October 2020, MOR and NPCC convened the first full panel meetings.</p> <p>In April 2021, New York City released the "2021 State of Climate Knowledge" report, the City's first climate science public research agenda. The City also continued to advance and develop strategies to be considered in the Climate Adaptation Roadmap through stakeholder and agency engagement.</p>	Appoint 4 NPCC members and chairs, and develop the scope of study for next report	Completed
				Collect baseline neighborhood-level temperature data in 14 neighborhoods with high heat vulnerability	Completed
				Develop publicly available mapping and mitigation roadmap for precipitation driven flooding	Partially Complete
				Issue the Climate Adaptation Roadmap	Timeline extended
LC.21.4.S.1.5 Climate Analysis 5. Explore improved approaches for mapping future flood risks, incorporating sea level rise	MOR	In Progress / Funded	After experiencing delays due to COVID-19, the City continued the process to procure a technical consultant to develop the future flood map product(s).	The City will procure a technical consultant to develop the future flood map product(s)	Partially Complete
LC.21.4.1.2A Invest in emergency shelter sites to accommodate New Yorkers with disabilities and retrofit shelters to have accessible entrances, restrooms, and other aspects of universal design	NYCEM	In Progress / Funded	During the reporting period, two additional shelters were remediated for accessibility bringing the total number of shelters to 74. Additional amenities to accommodate people with disabilities remained the same for this reporting period and were sufficient for coastal storm planning operations.	Continue retrofits at DOE facilities identified as needing remediation for purposes of sheltering for coastal storms	Completed
LC.21.4.S.1.1 Climate Analysis 1. Work with FEMA to develop new FEMA FIRMs for New York City	MOR	In Progress / Funded	Over the past year, the City participated in four Federal Emergency Management Agency (FEMA) Coastal Advisory Panel meetings and reviewed three Intermediate Data Submissions. The City also attended a Coastal Restudy Progress Meeting hosted by FEMA.	Complete review of FEMA's Intermediate Data Submissions (IDSs)	Completed
LC.21.4.S.2.4 Coastal Protection 4. Install armor stone shoreline protection (revetments) in Coney Island	EDC, MOR	In Progress / Partially Funded	During the reporting period, this project remained on pause due to COVID-19 and budget constraints.	Begin construction on at least one priority location	Timeline extended
LC.21.4.S.1.2 Climate Analysis 2. Work with FEMA to improve the communication of current flood risks	MOR	In Progress / Partially Funded	Over the past year, MOR continued to work to increase flood risk and flood insurance awareness. MOR provided briefings to City agencies, elected officials, and residents about flood risk and flood insurance information. In partnership with Ideas42, MOR developed a prototype to update the City's messaging and materials on flood insurance, based on behavioral science principles. In response to the COVID-19 pandemic, MOR shifted plans for in-person flood insurance workshops to virtual, and hosted online workshops that were funded through a FEMA grant. MOR also supported FloodHelpNY and launched new resources on flood risk and flood insurance, including a page with information specific to small businesses.	Pursue a sustained, multi-pronged flood risk and flood awareness-education campaign to ensure property owners, tenants, and business owners understand their flood insurance requirements and their financial and physical options to reduce flood risk and to encourage increased enrollment in flood insurance	Partially Complete
LC.21.4.S.2.5 Coastal Protection 5. Install armor stone shoreline protection (revetments) on Staten Island	DPR, MOR	In Progress / Partially Funded	The Tottenville Shoreline Protection Plan (TSPP) reached 90 percent completion. The project was placed on hold due to budget constraints. To continue the project, DPR worked to submit a grant application to the Federal Emergency Management Agency (FEMA) via the New York State Division of Homeland Security and Emergency Services.	Begin construction on at least one priority location	Completed

LC.21 Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
LC.21.4.S.2.33 Coastal Protection 33. Evaluate strategies to fund wetland restoration and explore the feasibility of wetland mitigation banking structures	EDC	In Progress / Funded	The monitoring and maintenance phase of the Saw Mill Creek Pilot Wetland Mitigation Bank project began in 2020, following a pause due to COVID-19 from March through May. The Bank continued to generate and sell wetland mitigation credits. Credits sold have been used to establish a fund to implement Phase II of Saw Mill Creek.	Complete all planting and complete two rounds of invasive treatment	Completed
LC.21.4.S.2.6 Coastal Protection 6. Raise bulkheads in low-lying neighborhoods across the city to minimize inland tidal flooding	EDC, MOR	In Progress / Funded	This project was placed on pause in March 2020 due to COVID-19. The City continued design work in Q1 2021 and has completed design at Travis Avenue and advanced design at Mayberry and Mott Basin.	Begin construction on at least one priority location	Timeline extended
LC.21.4.S.2.32 Coastal Protection 32. Evaluate the city's vulnerability to drainage pipe flooding and identify appropriate solutions to minimize those risks	MOR	In Progress / Funded	Over the year, the City continued to evaluate interior drainage improvements related to coastal protection projects concurrent with the design of these projects.		
LC.21.4.S.5.2 Insurance 2. Develop FEMA-endorsed flood protection standards and certifications for existing urban buildings	MOR	In Progress / Call for Action	During the reporting period, the City continued to advocate for flood insurance mitigation credits other than elevation.	Continue to research nationally recognized resilience certification programs that could be applicable for buildings in NYC	Partially Complete
LC.21.4.S.20.8 East and South Shores of Staten Island 8. Explore expansion of the City's mitigation banking pilot as a funding mechanism to facilitate the construction of the Mid-Island and South Shore Bluebelts	EDC	In Progress / Funded	The monitoring and maintenance phase of the Saw Mill Creek Pilot Wetland Mitigation Bank project began in 2020, following a pause due to COVID-19 from March through May. The Bank continued to generate and sell wetland mitigation credits. Credits sold have been used to establish a fund to implement Phase II of Saw Mill Creek.	Complete all planting and complete two rounds of invasive treatment	Completed
LC.21.4.S.2.12 Coastal Protection 12. Design and construct a protection system for the community of Breezy Point	DDC, MOR	In Progress / Funded	During the reporting period, the City continued to prepare the Environmental Assessment (EA) alternative analysis, the Operations & Maintenance (O&M) working draft, and materials for State Historic Preservation Office (SHPO) consultation. The City also coordinated National Park Service (NPS) and Federal Emergency Management Agency (FEMA) comments on the 60 percent design.	Complete design	Partially Complete
LC.21.4.S.5.4 Insurance 4. Call on FEMA to develop mitigation credits for resiliency measures	MOR	In Progress / Call for Action	The City continued to advocate for partial mitigation credit for buildings that cannot be elevated, subject to the Federal Emergency Management Agency's (FEMA) release of the second phase of their guidance.	Subject to FEMA's release of the second phase of the guidance for buildings that cannot be elevated, the City will advocate for mitigation credits	Partially Complete
LC.21.4.S.2.11 Coastal Protection 11. Continue to work with the USACE to complete existing studies of the Rockaway Peninsula and implement coastal protection projects	DPR	In Progress / Funded	The City worked with the U.S. Army Corps of Engineers (USACE) to finalize designs for the first phase of construction at Rockaway Beach. The first phase, new groin construction and existing groin reconstruction, began in September 2020. The City also continued to coordinate with USACE and the State on the design of the next phases of the project on Rockaway Beach, and on the design of the Jamaica Bay projects.	Work with USACE as they complete design on beachside measures	Completed
LC.21.4.S.5.8 Insurance 8. Call on New York State to improve policyholder awareness at the point of sale or renewal	MOR	In Progress / Call for Action	In summer 2020, State Senator Hoylman introduced legislation that would strengthen flood risk disclosure laws in the state. It is expected that legislation may be reintroduced in 2021. The City will monitor this closely and continue to work with the State to improve awareness of flood risks when properties are sold.	Work with New York State government to improve awareness regarding flood risks during the sales of properties in the flood plain	Partially Complete
LC.21.4.S.2.19 Coastal Protection 19. Implement the Hunts Point Energy Resiliency Pilot Project	EDC	In Progress / Funded	During the reporting period, the City executed the Engineering and Construction Management contracts and advanced the design of a trigeneration facility to provide resilient energy at the Hunts Point Food Distribution Center as well as a school solar project in Hunts Point.	Complete evaluation of coastal flooding defense systems	Reconsidered
				Complete final design	Partially Complete
LC.21.4.S.19.3 Southern Manhattan 3. Construct physical enhancements to Water Street	EDC	In Progress / Funded	Due to COVID-19, this project was on pause until fall 2020. The project resumed and contract execution commenced. Construction is expected to begin in Q2 2021.	Begin and continue construction	Partially Complete

LC.21 Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
LC.21.4.S.2.21 Coastal Protection 21. Implement the East Side Coastal Resiliency Project	DDC, DPR, MOR	In Progress / Funded	<p>During the reporting period, the City finalized the Project Design and procurement of construction bid packages (Project Area 2 PA2, Project Area 1 PA2, and Parallel Conveyance PC). The City broke ground on Project Area 2 in November 2020.</p> <p>In April 2021, major construction activities began on East Side Coastal Resiliency (ESCR), a \$1.45 billion climate resiliency project that will extend flood protections and improve open spaces for more than 110,000 New Yorkers— including 28,000 public housing residents – on Manhattan’s East Side, from East 25th Street south to Montgomery Street.</p>	Procure construction contractor and break ground	Partially Complete
LC.21.4.S.2.23 Coastal Protection 23. Install an integrated flood protection system in Red Hook	DDC, MOR	In Progress / Funded	The City continued to advance Schematic Geometric Design (SGD) for the two areas of the Red Hook project to reduce coastal flood risk and actively engaged residents and stakeholders by developing new methods of virtual and online outreach during the COVID-19 pandemic.	Complete 60% of design	Partially Complete
LC.21.4.S.2.24 Coastal Protection 24. Continue to work with the USACE to complete existing studies on Staten Island and implement coastal protection projects	DPR, MOR	In Progress / Partially Funded	The City worked with the U.S. Army Corps of Engineers (USACE) to complete design of the project’s earthen levee and floodwall and continued to advance design of the other project components. The City also continued to move forward with assembling required real estate and successfully acquired the first of several private properties needed to facilitate construction.	Work with USACE as they complete the design on at least one project element	Completed
LC.21.4.S.18.5 Southern Brooklyn 5. Develop an implementation plan and preliminary designs for new Coney Island Creek wetlands and tidal barrier	EDC, MOR	In Progress / Partially Funded	During the reporting period, this project remained on pause due to COVID-19.	Complete preliminary design	Timeline extended

LC.22 Create economic opportunities for all New Yorkers through climate action

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
LC.22.1 Grow the green economy with good-paying jobs and a skilled workforce	EDC, SBS, WKDEV	In Progress / Partially Funded	<p>In November 2020, SBS partnered with Construction Skills, Pathways 2 Apprenticeship, and Nontraditional Employment for Women to enroll New Yorkers into pre-apprenticeship training. Although pre-apprenticeship training was delayed due to COVID-19, SBS and WKDEV have continued to operate the program.</p> <p>This year, EDC along with its subtenant, the developer Equinor, announced plans to host wind turbine staging at the South Brooklyn Marine Terminal (SBMT) as part of the State's efforts to build 9 gigawatts (GW) of offshore wind generation.</p> <p>EDC had previously committed \$7.2 million over 10 years to fund two urban tech “step-out” spaces developed by New Lab and Company, with funding split evenly between the two spaces. The Hubs activated over 100,000 square feet of space, equipment, and tailored programming for growth-stage companies that have “graduated” from early stage incubator or accelerator programs. Since their launch in 2016, the Hubs have supported over 100 companies and created over 1,100 good paying jobs. Additionally, more than 1,500 students have been supported through hands-on workforce development, more than 20 companies have gained access to piloting opportunities, and startups have generated more than \$700 million in investment funding.</p> <p>The project was on pause from March to December 2020, but has since reactivated. Despite the pause, both Hubs continued much of their programming, ecosystem support, and workforce development initiatives virtually. New Lab's Circular City program continued to operate, allowing three startups to pilot their technologies in NYC. These pilots concluded in early December 2020, culminating in a public showcase outlining findings on December 11th. The Urbantech Hubs contracts resumed in November 2020, and EDC extended the contracts to June 2021. Furthermore, as part of the City's funding commitment, EDC aims to deploy an additional \$2.2 million in funding between fiscal years 2022 and 2025 to continue to support Urbantech ecosystem growth.</p>	Increase the number of New Yorkers from underrepresented groups connected to construction jobs created by City investments	Completed

LC.22 Create economic opportunities for all New Yorkers through climate action

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
LC.22.2 Invest in a carbon neutral and climate resilient future	CPP, NYC Pension Trustees	In Progress / Budget Neutral	<p>In September 2018 the Mayor, Comptroller, and other trustees of the City’s pension funds set a goal to double investments in climate change solutions such as wind, solar power, energy efficient technologies, and more to reach \$4 billion of investment by the end of 2021. As of June 30, 2020, the pension funds had 1.69 percent of assets invested in climate solutions by market value, or \$3.6 billion. In March 2021, recommendations from the 2020 Notice of Search were brought to the boards and, with a vote on March 19, the pension funds approved allocations to climate change solutions public equity investments, identified by the Comptroller’s Office Bureau of Asset Management, that bring the aggregate investments, including new commitments, to over \$6 billion across the portfolio of all five pension funds. This achieves and surpasses the goal to reach \$4 billion of investment by the end of 2021.</p> <p>Working with the City’s pension fund trustees, the City will also set the strongest decarbonization commitments of any major pension fund in the nation. The City must increase investments in climate solutions to \$50 billion by 2035 and move funds to net zero greenhouse gas emissions by 2040. To ensure this progress continues in the future, the funds should begin reporting on the carbon footprint of pension portfolios and progress towards decarbonization.</p> <p>The City also continued to work with the Center for Sustainable Business (CSB) at New York University’s Stern School of Business on the ‘Invest NYC SDG Initiative’ to spur private sector engagement and investment in projects that support OneNYC2050, advance the United Nations Sustainable Development Goals (UN SDGs), and the development of a sustainable urban economy in New York City. The impact of COVID-19 shaped the development of the Initiative’s portfolio of projects. Some of the projects currently under development include the Equitable Commute Project to provide 10,000 lower-income essential workers with sustainable commuting options, including e-bikes, bikes, and e-scooters; a project to support the local manufacturing and use of low-carbon concrete that reuses glass waste as an emissions-reducing, high-performance ingredient in sustainable concrete; a project to advance energy-efficiency retrofits in New York City by facilitating Property Assessed Clean Energy (PACE) lending, beginning with the development of a public database of buildings subject to emission limits and penalties that can serve as a tool to guide outreach and accelerate compliance with Local Law 97; a project to accelerate the growth of NYC’s sustainable food economy through the development of both commercial-scale and pilot projects for innovative, sustainable and equitable food production and distribution in NYC; and a project to identify opportunities to accelerate development of renewable energy in New York City via innovative financing of solar and investment in new geothermal technologies.</p>	Begin doubling pension investments in renewable energy, energy efficiency, and other climate change solutions	Completed

LC.22 Create economic opportunities for all New Yorkers through climate action

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
LC.22.1.3.3PlaNYC.3 Increase the sustainability of City-financed and public housing	EDC, HPD, NYCHA	In Progress / Partially Funded	<p>The City made progress on a number of fronts to increase the sustainability of City-financed and public housing.</p> <p>HPD's Solar Where Feasible mandate launched in the spring of 2020 with the release of the 2020 NYC Overlay of Enterprise Green Communities, with free technical support from Solar One available through a partnership with the New York State Energy Research and Development Authority (NYSERDA). As a result, nearly 50 buildings have engaged with Solar One for technical support to identify opportunities for cost-effective solar or to assist with procurement through Solar One's innovative bulk procurement request for proposals (RFPs). In addition, over 100 architects, developers, and government personnel attended solar workshops.</p> <p>During the reporting period, HPD closed 158 units through the Green Housing Preservation Program, which mandates energy cost savings of at least 20 percent. HPD also closed 376 units of new construction that will certify to Passive House Standards or are designed to Passive House levels of performance but will not seek certification.</p> <p>In 2020, the new NYC Overlay of Enterprise Green Communities (EGC) was launched, which ratcheted up energy and carbon reductions, resiliency, and health. In addition, 31 projects achieved EGC certification and another 44 submitted new projects.</p> <p>As of February 2021, NYCHA has released two solicitations for solar leases: the Commercial Solar RFP for larger roofs and the first round of ACCESSolar (Accelerating Community Empowered Shared Solar), an open solicitation tailored for smaller rooftops. As of January 2021, two projects totaling 3 megawatts (MW) were under construction, one for 1.8 MW of solar power at Queensbridge North and South, and one for 1.2 MW of solar power at Carver, Glenwood, and Kingsborough. Four other projects, with 8 MW of capacity identified across 21 developments, continued to be developed.</p> <p>During the reporting period, NYCHA and DEP completed designs for 19 green infrastructure (GI) projects throughout the Bronx, Brooklyn, and Queens. All projects were bid and construction began in March 2021. Nineteen additional developments were chosen to be considered for GI in Brooklyn and Queens. Geotech was planned at those sites to determine which sites would go forward. Maintenance of vegetative GI practices kicked off at Hope Gardens and Edenwald and was scheduled to be continued on a bi-monthly basis. Maintenance continued to be provided by a private contractor, but NYCHA grounds Staff were also educated on appropriate care.</p> <p>NYCHA also began developing a community stewardship project for resilient landscapes at Bronx River Houses. Bi-weekly maintenance was scheduled to begin at the site as well. NYCHA received a Federal Emergency Management Agency (FEMA) Advanced Assistance Flooding Risk Reduction Project Grant to develop a project proposal for a water square at the Clinton Houses in East Harlem. The project is part of a larger East Harlem resiliency plan and is expected to serve as a place-making tool for the larger community while reducing the effects of flooding along the 106th Street corridor. A contractor was hired in September 2020, Geotech has been completed, and the conceptual design and cost benefit analysis continued. 75 percent designs were completed for the South Jamaica Houses. New renderings were expected to be completed and fundraising for additional amenities continued.</p> <p>In 2020, the Weatherization Assistance Program included upgrades at five developments totaling approximately 300 units. Task orders have been issued to three energy supply companies (ESCOs) to begin energy audits for the next set of energy performance contracting (EPC).</p>	<p>Continue to work with DEP to install green infrastructure for stormwater management in 30 NYCHA developments</p> <p>Fund \$3M in WAP projects annually</p> <p>Implement a deep energy retrofit (RetrofitNY) with NYSERDA and a Heat Pump pilot and complete installation of a smart AC pilot in summer 2019</p> <p>Raise \$300 million for EPCs and complete construction on Ameresco-A, BQDM, and Sandy EPCs</p> <p>Release NextGeneration NYCHA Climate Adaptation Plan</p>	<p>Timeline extended</p> <p>Completed</p> <p>Partially Complete</p> <p>Completed</p> <p>Completed</p>
LC.22.4.S.5.1 Insurance 1. Support Federal efforts to address affordability issues related to reform of the NFIP	MOR	In Progress / Budget Neutral	<p>Over the past year, the City continued to advocate for National Flood Insurance Program (NFIP) reforms, including affordability. Congress passed multiple short-term extensions without undertaking reforms to the program in 2020. NFIP is up for reauthorization in September 2021, following the Program's 16th short-term extension by Congress in 2020. The Federal Emergency Management Agency (FEMA) is also undertaking changes to NFIP, known as Risk Rating 2.0, that will alter how they determine flood insurance rates. FEMA expects to announce the new rates in April 2021, and the rates will begin to be implemented in October 2021. Limited information has been released by FEMA on the impacts these changes may have on the affordability of flood insurance. NYC will continue to monitor for NFIP reform legislation and advocate for reforms to the NFIP, as well as call for transparency around changes under Risk Rating 2.0.</p>	<p>Continue to actively engage with Congress in support of federal efforts to address affordability related to the reform of the NFIP</p>	<p>Partially Complete</p>

LC.23 Fight for climate accountability and justice

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
LC.23.1 Pursue the City’s lawsuit against the five largest investor-owned fossil fuel companies	CPP, LAW	In Progress / Budget Neutral	<p>The City’s tort lawsuit against the five largest investor-owned fossil fuel companies was dismissed in the Southern District of New York in July 2018. The City appealed the decision to the Second Circuit and the appellate court issued a decision on April 1, 2021 affirming the lower court's dismissal. The City continued to explore legal options to hold fossil fuel companies accountable for the impacts of climate change.</p> <p>In April 2021, Mayor Bill de Blasio and Corporation Counsel James E. Johnson announced the filing of a lawsuit against Exxon, Shell, BP, and the American Petroleum Institute for false advertising and deceptive trade practices. The lawsuit was filed in the Supreme Court of the State of New York in the County of New York. It calls out the defendants for “systematically and intentionally deceiving New Yorkers” in violation of New York City’s Consumer Protection Law.</p>	Dependent on outcome of appeal in Second Circuit, continue litigation and explore other potential opportunities to address legal accountability for harms and costs associated with climate change impacts	Completed
LC.23.2 Divest the City’s pension funds of all fossil fuel reserve owners	CPP, NYC Pension Trustees	In Progress / Budget Neutral	<p>Over the year, the City made historic strides to divest the City's pension funds of all fossil fuel reserve owners. In January 2022, the New York City Employee Retirement System (NYCERS), the Teachers Retirement System (TRS), and the Board of Education Retirement System (BERS) each adopted fossil fuel reserve owner divestment plans based on their consultants' recommendations. The total value of these divestment actions is over \$4 billion. Execution of the divestments will begin in 2021 and be complete no later than the end of 2022, consistent with the plan announced in January 2018.</p> <p>Following these historic actions, the Mayor then challenged the City's pension funds to go even further and commit to decarbonize the City's pension funds to net zero greenhouse gas emissions by 2040, as part of this year's State of the City address. Working with the City's pension fund trustees, New York City will seek the strongest decarbonization commitments of any major pension fund in the nation. And to ensure this progress continues, the funds will aim to report on their carbon footprint on a regular basis in the future.</p> <p>The City also partnered with other cities and through global and national climate networks on divestment action. In partnership with the City of London and C40, the City developed the Divest/Invest declaration, in which signatory cities commit to taking actions to divest from fossil fuels and invest in climate solutions. At its September 2020 launch, the declaration had garnered 12 signatory mayors from global cities, representing 36 million residents and over \$295 billion in assets. Through the rest of the reporting period, CPP continued to recruit additional cities to commit to the declaration and to divestment actions. The City also partnered with the City of Pittsburgh to introduce and pass a resolution at the U.S. Conference of Mayors, encouraging fossil fuel divestment by cities and climate investment to support a green recovery and a just transition.</p>	Approve plan for unwinding investments in fossil fuel owners from the pension fund portfolio	Completed
LC.23.3 Advocate for robust regulation of greenhouse gas emissions	CPP, LAW	In Progress / Budget Neutral	Since April 2020, the Law Department has continued to participate in coalition lawsuits with other cities and states challenging federal rollbacks to greenhouse gas (GHG) emissions regulation. New litigation filed in this period included a number of additional challenges to rollbacks of energy efficiency standards for appliances, a challenge to a final rule changing refrigerant management protocols, and a challenge to a final rule limiting the scope of federal GHG regulation for a large set of source categories.	Continue to advocate for robust federal environmental regulation, oppose efforts to roll back GHG emissions regulations, and consider legal action challenging final rules that are not protective of the environment	Completed

LC.23 Fight for climate accountability and justice

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
LC.23.4 Partner with global cities to foster climate accountability and climate justice	CPP	In Progress / Budget Neutral	<p>Over the reporting year, the City continued to deepen partnerships with other cities as well as global and national climate networks, including C40, ICLEI, Climate Mayors, the Climate Group, Carbon Neutral Cities Alliance, and others. Partnerships included co-creating initiatives to encourage broader climate action, co-hosting events to support knowledge-sharing, and co-developing ambitious strategies as the world gears up for COP 26.</p> <p>The City partnered with the City of London and C40 to develop the Divest/Invest declaration, in which signatory cities commit to taking actions to divest from fossil fuels and invest in climate solutions. At its September launch, the declaration had garnered 12 signatory mayors from global cities, representing 36 million residents and over \$295 billion in assets. Through the rest of the reporting period, CPP continued to recruit additional cities to commit to the declaration and to divest/invest actions. The City also partnered with the City of Pittsburgh to introduce and pass a resolution at the U.S. Conference of Mayors, encouraging fossil fuel divestment and climate investment to support a green recovery and a just transition.</p> <p>Throughout the year, CPP continued to organize events to strengthen peer-to-peer knowledge-sharing and encourage other cities to pursue their own climate actions. In September 2020, the City supported Climate Week NYC in collaboration with local and international partners in the United Nations and across public, non-profit, and private sectors. CPP also helped organize monthly or bi-monthly webinars open only to other cities to support them in pursuing or implementing their own fossil fuel divestment or green investment actions.</p> <p>The City also continued its engagement with the federal government, to advocate for an ambitious national climate agenda. The City worked closely with national and international networks to begin planning for COP 26, aiming to bolster additional commitments from other cities and set the stage for an ambitious international climate agreement.</p> <p>The City also continued efforts to foster environmental justice here in New York City and launched the first municipal environmental justice program in the U.S. Key progress this year included, appointing the inaugural members of the Environmental Justice Advisory Board, hiring the City's first Senior Advisor for Environmental Justice, and convening an interagency working group of 19 City agencies. Together, this team is responsible for developing a report and plan for incorporating environmental justice into the City's decision-making. In early 2021, the team released an interactive map of the City's Environmental Justice Areas and launched a citywide public engagement process to bring frontline communities to the table in developing the Environmental Justice for All Report, announced as part of the Mayor's Recovery For All agenda. The Advisory Board held their first remote town hall in February 2021 and, in partnership with the City, launched a 90-day public comment period seeking input on the scope of the Environmental Justice for All Report.</p>	<p>Host the next Divest / Invest Forum meeting</p> <p>Partner with Barcelona to execute an Inclusive Climate Action Forum meeting in Barcelona</p>	<p>Completed</p> <p>Reconsidered</p>

Efficient Mobility

EM.24 Modernize New York City's mass transit networks

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
EM.24.1 Modernize the subway system and improve affordability and accessibility	DCP, HRA, IGA	In Progress / Partially Funded	<p>As part of the City's efforts to improve affordability of the transit system for low-income New Yorkers, HRA enrolled a total of 227,946 New Yorkers in the Fair Fares NYC program as of the end of 2020.</p> <p>In March 2021, the City announced 'Elevate Transit: Zoning for Accessibility,' a set of zoning text amendments to coordinate accessibility improvements with transit-adjacent development, which will undergo public review in 2021. Additionally, two stations prioritized by MTA for station and accessibility improvements, based on prior City contributions to the MTA capital plan, are in construction: 170th Street in the Bronx, and Livonia Avenue in Brooklyn.</p>	Continue to expand Fair Fares for New Yorkers	Completed
				Incorporate changes into zoning regulations that promote coordination of new development with subway accessibility improvements	Partially Complete
EM.24.2 Improve bus network performance by expanding bus priority citywide	DOT, IGA, NYPD	In Progress / In Planning	<p>During the pandemic, the City ramped up its efforts to improve bus network performance and expand bus priority citywide.</p> <p>DOT's Better Buses Restart plan, released in June 2020, outlined the City's approach to respond to the COVID-19 crisis by adding 20 miles of new busways and bus lanes to serve bus riders, focusing on essential and frontline workers. In total, a record-breaking 16.3 miles of bus lanes and busways were implemented in 2020, the most of any year during the current Administration. These projects include the start of the Jay Street Busway in Brooklyn, protected bus and bike lanes on the E.L. Grant Highway in the Bronx, and major bus lane projects on Hylan Boulevard in Staten Island and Merrick Boulevard in Queens. In addition, many existing bus lanes were improved in 2020 through the addition of automated bus lane enforcement cameras.</p> <p>In 2020, DOT installed 648 Transit Signal Priority (TSP) intersections, bringing the citywide total to about 1,500 intersections. These exceeded both goals of installing 300 TSP intersections annually and 1,200 intersections by the end of 2020.</p> <p>In January 2021, DOT launched the Main Street Busway and continued planning for additional busways in Queens and Manhattan. DOT also continued to work toward the goals laid out in the Better Buses Action Plan, which aim to add or improve 10-15 miles of bus lanes per year, improve bus stop accessibility, and add transit signal priority.</p> <p>The NYPD continued to support the bus network by removing illegally parked vehicles. The NYPD also continued to conduct monthly clear bus lane initiatives. For CY2020, the NYPD issued 289,822 summonses and towed 6,651 vehicles for obstructing bus lanes or bus stops citywide.</p>	Add 300 TSP intersections per year	Completed
				Improve 5 miles of existing bus lanes per year	Completed
				Improve citywide bus speeds by 25% by end of 2020	Partially Complete
				Install 10-15 miles of bus lanes per year	Completed
				Pilot up to 2 miles of physically separated bus lanes in 2019	Completed
EM.24.3 Provide New Yorkers with more transit options	EDC, IGA	In Progress / Funded	<p>The City continued work to ensure New Yorkers have access to a variety of transit options. EDC completed Environmental Impact Statements for all new ferry landings and associated capital projects. In December 2020, EDC started construction on the St. George ferry landing, which is anticipated to launch in summer 2021. Construction and planning continued for Coney Island and Ferry Point Park, which are anticipated to launch before the end of 2021. EDC continued planning to replace the DUMBO and South Williamsburg ferry landings by the summer of 2021. Design and planning for Homeport II also continued.</p>	Launch Coney Island route	Partially Complete
				Launch St. George route	Partially Complete

EM.25 Ensure New York City's streets are safe and accessible

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
EM.25.1 Implement the Vision Zero Action Plan	DOT	In Progress / Partially Funded	<p>Over the reporting period, the City continued to execute the Vision Zero Action Plan, which aims to end preventable crashes through engineering, enforcement, and education. DOT implemented 48 street improvement projects (SIPs) on Vision Zero Priority Geographies in 2020. From April 2020 through April 2021, DOT retimed a total of 788 intersections (30 corridors) to 25 miles per hour.</p> <p>DOT also developed the Senior Pedestrian Safety Study, a comprehensive look into the details of senior pedestrian crashes and what safety treatments are most helpful to seniors. In summer 2020, Safe Streets For Seniors (SSFS) was awarded a new \$1 million 5310 Federal Transit Administration (FTA) grant. SSFS built two FTA-funded Street Improvement Projects in Senior Areas to improve senior pedestrian safety.</p> <p>Over the year, DOT continued to work with Senior Centers within priority corridors. The agency met with over 35 locations in 2020 and moved its work to an online platform during the reporting period.</p>	Add exclusive pedestrian crossing time on Priority Corridors	Partially Complete
				Implement at least 50 Vision Zero safety engineering improvements annually on the updated Priority Corridors, Intersections, and Areas citywide	Partially Complete
				Keep seniors safe on city streets through engineering interventions and targeted outreach	Partially Complete
				Modify signal timing on Priority Corridors	Partially Complete
				Prioritize targeted enforcement and outreach on Priority Corridors, Intersections, and Areas	Completed

Efficient Mobility

EM.25 Ensure New York City's streets are safe and accessible

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
EM.25.2 Transform dangerous arterial roads into Vision Zero Great Streets	DOT	In Progress / Funded	DOT continued to make progress on construction projects, while also adapting to delays resulting from the COVID-19 crisis.	4th Ave: Begin construction of Phase I, begin design of Phase 2	Timeline extended
			Construction on Phase 3 of Grand Concourse in the Bronx was completed in June 2020. During the reporting period, phase 4 construction work and Phase 5 design work were both temporarily paused due to the COVID-19 crisis, but then restarted.	Atlantic Ave: Complete construction of Phase 1, begin construction of Phase 2	Partially Complete
			Construction on Phase 1 of Atlantic Avenue in Brooklyn was completed in May 2020. Construction procurement for Phase 2 was temporarily suspended due to COVID-19. Construction is anticipated to begin in 2021 once the suspension is lifted.	Grand Concourse: Complete construction of Phase 3, begin construction of Phase 4 (completion in early 2023), begin design of Phase 5	Completed
			Construction procurement on 4th Avenue Phase 1 was delayed due to COVID-19. Construction is anticipated to begin in 2021 once the suspension is lifted. Scoping for Phase 2 was completed, and design is anticipated to begin this year.		
			The City also remains committed to implementation of the Queens Blvd Phase 4 operational project, which covers the 1.1-mile portion between Yellowstone Boulevard and Union Turnpike. Due to the projects partial federal funding, approvals are required from both Federal Highway Administration (FHWA) and New York State Department of Transportation (NYSDOT). These approvals were delayed due to COVID-19 but are now nearing completion with full approvals expected by summer 2021. DOT also continued the design process for Phases A and B of the capital project (Roosevelt Avenue to Eliot Avenue) and completed Conceptual Design and Traffic Study work on Phases C and D (Eliot Ave to Union Turnpike).		
EM.25.3 Reduce fatalities and serious injuries involving fleets managed or regulated by City agencies	BIC, DCAS, TLC	In Progress / Funded	The City continued to pursue projects and initiatives to increase the safety of its fleet.	Fully implement upgraded telematics for all City vehicles and operation of Fleet Office of Real Time Tracking (FORT), and implement CRASHStat safety analysis and meetings with fleet agencies	Completed
			BIC continued work to implement Local Law 198 of 2019, which granted the agency greater authority to establish and enforce safety standards in the trade waste hauling industry. BIC also introduced a set of safety rules through the City Administrative Procedures Act (CAPA) process in March 2021.		
			DOT, DCAS, and BIC partnered on the Vision Zero Sideguard Incentive Program to offer funding to eligible applicants to help equip their fleets with sideguards. During the reporting year, DCAS completed over 80% of sideguard installations, with all agencies finished with the exception of DSNY.		
			City agencies continued to host safety events. DCAS held safety trainings for City employees online with more than 3,000 participants as of February 2021. In 2020, BIC's Commissioner began a series of "safety talks" held at the garages of trade waste companies to foster direct communication about safety in the industry with drivers, helpers, and managers. These events were temporarily put on hold in March 2020 due to COVID-19, but are expected to restart once it is safe to do so.		
			The BIC Investigations Unit continued to conduct traffic safety enforcement, including conducting joint enforcement operations with the NYPD and DSNY when possible.		

Efficient Mobility

EM.25 Ensure New York City's streets are safe and accessible

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
EM.25.4 Expand and increase connectivity of the bike network	DOT	In Progress / Partially Funded	<p>Over the past year, the City continued to pursue a number of projects to expand bike facilities and increase the connectivity of the bike network. The City also made a number of new commitments to expand bike infrastructure across the five boroughs.</p> <p>In February 2021, the City committed to banning cars from the innermost lane of the Manhattan-bound side of the Brooklyn Bridge to transform it into a two-way protected bike lane and turn the existing shared promenade space into a space just for pedestrians. On the Queensboro Bridge, the City committed to begin construction this year to convert the north outer roadway into a two-way bike-only lane and convert the south outer roadway to a two-way pedestrian-only lane. The City also committed to begin construction this year on five new Bike Boulevards, streets that are designed to give bicycles travel priority and put cyclist safety first. These boulevards will have unique design elements to slow vehicle speeds and reduce volume with traffic diverters, signal timing changes, shared streets, Open Streets, and gateway treatments.</p> <p>DOT and NYC Parks held two virtual public workshops for the Eastern Queens Greenway in November 2020, hosting approximately 300 participants, including residents, elected officials, and local stakeholders. Utilizing this public feedback and an existing condition study, DOT continued its work to identify potential bicycle routes and intersection upgrades. The agency plans to hold a second round of public workshops in spring and summer 2021 to collect feedback on project proposals and design alternatives.</p> <p>Construction progressed along several segments of the Brooklyn Waterfront Greenway, including Kent Ave South, Flushing Ave, West St, 2nd Ave/Wakeman Pl, DUMBO, and Gowanus Connector segments. DOT completed construction of the West St segment in Greenpoint.</p> <p>Dockless bike share pilots in Staten Island, the Bronx, and Queens concluded in December 2019, after a year and a half long demonstration. DOT continued work on a new dockless bike share demonstration project on Staten Island, which has been postponed due to vendor challenges resulting from the COVID-19 pandemic.</p> <p>In addition, the City Council passed Local Laws 72 and 74 of 2020, legalizing e-scooters and directing DOT to implement a one to two year e-scooter share pilot project in an area underserved by CitiBike. DOT began its work to implement the law and is planning to launch an e-scooter share pilot in late spring or early summer 2021. The pilot will offer a new shared mobility option in eastern Bronx neighborhoods from Eastchester and Co-op City to Throggs Neck and Soundview, an 18-square-mile area home to 570,000 residents. The pilot will allow DOT to see how e-scooter share works on city streets for the first time and will require that companies operate in alignment with the City's Vision Zero and equity goals.</p> <p>DOT and Lyft worked in partnership on CitiBike's Phase 3 expansion, enabled by Lyft's investment of \$100 million over 5 years to double the size of the service area and triple the number of bikes to 40,000 by 2024. This includes both service area expansion and adding additional capacity (infill) to the Phase 1 & 2 service area. After Phase 3 is completed, the service area is expected to reach over 70 square miles, and more than half of the city's population will live within the service area.</p> <p>The CitiBike system continued to expand to reach new neighborhoods in Manhattan, Bronx, Brooklyn, and Queens. In 2020, nearly 260 new Citibike stations were installed as the system expanded to 184th St in Manhattan and to the south and west Bronx.</p> <p>In 2020, DOT implemented 73.4 lane miles of bike facilities, including 28.9 lane miles of protected bike facilities. In addition, DOT implemented 13.8 lane miles of bike facilities in the 10 identified Priority Bicycle Districts (areas of significant bicycle ridership) in 2020, bringing the total to 51.3 miles from 2017 through early 2021.</p>	<p>Begin community outreach and study the feasibility of an Eastern Queens Greenway</p> <p>Complete 5 miles of capital work along Brooklyn Waterfront Greenway, the Manhattan Waterfront Greenway and the Jamaica Bay Greenway</p> <p>Determine if free-floating, dockless mobility services can operate in NYC in a safe and orderly manner and provide a meaningful transportation benefit; determine if private companies are able to deliver such services under a sustainable business model and operate without public subsidy</p> <p>Help facilitate the expansion of New York City's bike share system to neighborhoods where it is currently unavailable</p> <p>Install 50 miles of bike lanes annually, including 10 miles of protected bike lanes</p>	<p>Completed</p> <p>Partially Complete</p> <p>Partially Complete</p> <p>Completed</p> <p>Completed</p>
			<p>The City continued to improve walkability and accessibility, and expanded its programs to support New Yorkers through the COVID-19 crisis.</p> <p>As part of the Better Buses Action Plan and the Pedestrian Ramp Program, DOT made accessibility improvements to approximately 900 bus stops, primarily due to pedestrian ramps adjacent to bus stops.</p> <p>In April 2020, DOT launched Open Streets as a COVID-19 response measure, adding much-needed open space for social distancing by designating a total of 83 miles of streets as pedestrian and cycling priority corridors. Launched in July 2020, Open Streets: Restaurants included almost 14 miles of temporary street closures, allowing for further outdoor dining opportunities.</p> <p>Over the year, DOT worked to develop a permanent Open Streets program, working with communities citywide. On March 25, 2021, DOT opened applications for the 2021 expansion of the Open Streets program. Interested businesses and community partners can apply to manage either of two types of Open Streets: Temporary Limited Local Access, where the street is designated for pedestrian and cyclist use, during a specified set of hours and days each week or Temporary Full Closure, where the street is temporarily closed to vehicles for pedestrian and cyclist use, to support local businesses, and for community programming. DOT will work with participating community partners to develop operational plans for multiple uses, including outdoor dining and programming, while maintaining loading, deliveries, and emergency access.</p>	<p>Enhance accessibility at ten additional bus stops per year</p> <p>Explore implementation of People Priority Streets at the neighborhood level</p>	<p>Completed</p> <p>Reconsidered</p>

Efficient Mobility

EM.26 Reduce congestion and emissions

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
EM.26.1 Manage vehicle demand on city streets	DOT, DSNY, IGA, NYPD, TLC	In Progress / Partially Funded	<p>The City continued efforts to manage vehicle demand on city streets. DOT completed its carshare pilot and continued worked to issue an evaluation report within 2021. DOT continued to consider options to make the program permanent.</p> <p>Parking Improvement Project (PIP) work was integrated into DOT's Street Improvement Project (SIP) program, allowing for parking and access improvements to these projects. All SIP projects on commercial corridors now feature parking interventions and PIP recommendations. DOT also continued dialogue with a number of communities on desired parking improvements.</p> <p>In November 2020, DSNY and DOT began accepting applications for "Clean Curbs," a pilot program to allow BIDs and commercial entities to use containers stored in the parking lane for waste setout and collection. This program seeks to test the feasibility of a larger scale deployment of waste containerization practices, moving bags of trash and recycling from the sidewalk to sealed containers in the parking lane.</p> <p>NYPD continued enforcing vehicle and traffic laws to ensure a steady traffic flow for the safety of motorists, pedestrians, and cyclists. NYPD began planning to intensify safety outreach to the public and collaborate with other lead agencies to share data, knowledge, and ideas.</p> <p>DOT continued to explore a potential pilot program to test camera-based enforcement of bike lanes and safety-related parking violations. However, state legislation is required to send notices of violation.</p> <p>TLC implemented rules in January 2019 to increase the number of wheelchair accessible vehicles in the for-hire vehicle (FHV) sector. Bases must either send a certain percentage of their trips to wheelchair accessible vehicles (WAVs), or partner with an approved Accessible Vehicle Dispatcher to service WAV requests. All FHV bases licensed by the TLC are still required to provide equivalent service to wheelchair-using passengers. TLC continued progress to develop its second compliance report, due for release in 2021.</p> <p>Citywide Accessible Dispatch continued to provide service throughout the five boroughs using yellow and green wheelchair-accessible taxis. TLC continued to monitor passenger wait times, driver incentives, and vehicle availability to ensure high-quality service is available throughout the city.</p> <p>The MTA continued to use medallion taxis, streethail liveries (SHLs), and for-hire-vehicles (FHVs) in its Access-A-Ride (AAR) program as a part of the enhanced-broker service and the on-demand e-hail pilot. TLC continued to work with the MTA to expand high-quality, accessible for-hire transportation services throughout New York City.</p> <p>Over the year, DOT continued to support the MTA in its implementation of the Central Business District Tolling Program, the official name of congestion pricing. The MTA is designing, installing, and operating the system, while DOT plays a supporting role focusing on infrastructure siting and legislatively mandated studies. The project requires approval by the U.S. Department of Transportation and a federal environmental review, which were stalled under the Trump Administration. In March 2021, the Biden Administration permitted the federal regulatory and approval process to move forward.</p>	<p>Consider expanding the car share pilot</p> <p>Launch a Parking Improvement Program focused on existing commercial districts across the city</p> <p>Monitor and evaluate compliance with the TLC's new FHV accessibility rules</p> <p>Monitor and evaluate the performance of the Citywide Accessible Dispatch vendor</p> <p>Monitor MTA programs that utilize TLC regulated vehicles and provide advice to the MTA as needed</p> <p>Research pending state legislation, pilot sensor and camera-based enforcement of traffic and parking rules</p>	<p>Completed</p> <p>Partially Complete</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Partially Complete</p>
EM.26.2 Develop a citywide network of electric charging infrastructure	DCAS, DOT, MOS	In Progress / Partially Funded	<p>Agencies citywide continued to work together to develop a network of electric charging infrastructure across the city.</p> <p>As of the start of April 2021, DCAS Fleet had installed 68 fast charging hubs for electric vehicles (EV) to serve the City's municipal fleet and continued to work on adding an additional 29 fast charging stations. Seven of these fast chargers are available for public use, with plans to have a total of 14 available for public use in all five boroughs.</p> <p>DOT continued construction for fast chargers at two municipal garages, Delancey-Essex and Court Square— each site will operate four fast chargers. The stations are expected to be in service by summer 2021. The procurement for five additional hubs was initiated, with construction expected to commence in summer 2021.</p> <p>DOT and Con Edison selected locations for on-street electric vehicle Level 2 charging stations, with construction beginning in spring 2021. A total of 120 chargers, 20 for the City Fleet and 100 for public use, are anticipated to be active by the end of fall 2021.</p>	<p>Announce first five fast charging hubs; construct first hub</p> <p>Develop first 20 charging sites for public evaluation program</p> <p>Develop first 20 on-street charging locations for the City fleet</p> <p>Work with City Council to enact legislation requiring 40% of new parking spots to be "EV ready" and 20% of spots to contain EV chargers</p>	<p>Partially Complete</p> <p>Partially Complete</p> <p>Completed</p> <p>Timeline extended</p>

Efficient Mobility

EM.26 Reduce congestion and emissions

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
EM.26.3 Reduce the City's fleet and lower emissions	DCAS	In Progress / Funded	<p>Over the reporting year, DCAS continued to pursue a number of projects to electrify the City's fleet. DCAS installed 68 electric vehicle fast chargers and has an additional 29 charger installations in progress. DCAS reduced over 950 on-road vehicles from the City fleet as reported in the Mayor's Management Report, on track to fulfill the mayor's executive order requirement of 1,000 vehicles reduced. DCAS also completed bidding of an all-electric garbage truck for NYC Parks. As of February 2020, the City had over 2,700 plug-in units and over 1,000 charging ports.</p> <p>In April 2021, Mayor de Blasio signed an executive order requiring all school buses be electric by 2040, including a commitment to purchase more than 50 electric school buses over the next two years. The transition from a diesel fleet to an all-electric school bus fleet will have significant climate, health and cost-saving impacts: The new fleet will reduce 30% of carbon emissions from school buses, remove enough air pollution citywide to avoid two premature deaths each year, reduce asthma emergency department visits and respiratory and cardiac hospitalizations, and save about \$18 million in health care costs.</p>	Bid first contract for electric garage truck for DPR	Partially Complete
				Establish DCAS requirements contract for RD for use by all City trucks, and introduce use of RD by all trucks in the warm weather months and more limited program in cold weather months	Partially Complete
				Finalize contracts and CP for EV fast charging, complete rollout of at least 85 solar carports and operate at least 650 charging locations	Completed
				Fully implement utilization tracking for all City vehicles and finalize implementation plans for EO 41 of 2019 and update NYC Clean Fleet Plan with MOS	Partially Complete
				Maintain and establish contracts for electric options for sedans, SUVs, mini-vans and light pickups, and operate at least 2,200 EV units at City agencies	Partially Complete
EM.26.4 Incentivize commercial and fleet vehicles to reduce emissions	DOT, DSNY, MOS, NYPD	In Progress / Partially Funded	<p>In November 2020, DSNY released the first part of a two-part RFP to select private carters to operate in Commercial Waste Zones. With Commercial Waste Zones, routes will be confined to zone boundaries, dramatically reducing truck traffic. The reform is estimated to remove 18 million miles of truck traffic from city streets every year, giving all city neighborhoods safer streets, cleaner air, and quieter nights. In addition, the program aims to provide incentives to carters to adopt alternative fuels and clean truck technologies to reduce air pollutant and greenhouse gas emissions.</p> <p>DOT expanded the Clean Truck Program to other Industrial Business Zones (IBZs) in June 2020 by executing a Cooperative Agreement with NYS Department of Environmental Conservation in order to secure Volkswagen settlement funding. With this expansion, DOT aims to a pathway to fund an additional 245 trucks.</p> <p>DOT's commercial cargo bike pilot grew from 100 to over 350 e-cargo bikes in 2020, with participation from DHL, UPS, Amazon, FedEx, and Reef Technology. The agency continued to implement cargo bike corrals from 2020 through 2021. DOT continued to evaluate the cargo bike pilot program and explore next steps.</p> <p>The completion of pay-by-plate parking administration and enforcement was delayed by COVID-related budget constraints, which impacted the rollout of the Green Loading Zone program for electric trucks.</p> <p>Local data collection for the TRUE vehicle pollution study was deferred due to COVID-related budget constraints. A scaled-down study continued, using data from other cities combined with publicly available NYC data.</p> <p>NYPD continued to deploy truck enforcement units to ensure the safety of both city residents and commuters, as well as truck drivers themselves. These units conducted proactive truck inspections for hazardous violations, route restrictions, measurements, and weight. Internally, NYPD continued work to procure hybrid and electric vehicles to reduce emissions and fuel costs. NYPD also replaced its three-wheel patrol scooters with Smart Cars, which are more environmentally friendly and cost effective. Additionally, NYPD offered bicycles for members of the service to utilize during work to attend non-emergency meetings and events.</p>	Expand the Clean Truck Program to other Industrial Business Zones with 245 additional trucks	Partially Complete
				Pilot Green Loading Zones in several neighborhoods by 2020	Partially Complete
				Release Commercial Waste Zones RFP	Completed
				Relevant City agencies will collaborate in study of true vehicle pollution in New York City by 2020 and use this to advance green freight and other vehicle pollution cleanup initiatives	Partially Complete

Efficient Mobility

EM.27 Strengthen connections to the region and the world

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
EM.27.1 Expand regional transportation connectivity and capacity	DCP, DOT, IGA	In Progress / Call for Action	<p>The COVID-19 pandemic disrupted many regional transportation systems, leading to an increased need for regional collaboration for crisis management and recovery purposes.</p> <p>Throughout the spring of 2020, multiple agencies worked with counterparts at the MTA, Port Authority, the states of NJ, PA, and CT, and other government bodies to ensure people and goods were able to continue to move safely throughout our city and region. In the fall, the City supported the monitoring of transportation patterns, teleworking changes, and other data to inform regional coordination on transit recovery.</p> <p>Throughout, the City continued to support work on the region's long-term regional transportation plan conducted by the NY Metropolitan Transportation Council, as well as on major planning initiatives. The City engaged with the state's Port Authority on the Port Authority Bus Terminal reconstruction, as it released a final scoping document for its Environmental Impact Analysis.</p> <p>The City also continued to engage with Empire State Development Corporation and others regarding the Penn Station master plan and initiatives related to Gateway and Penn Station renewal and expansion. DOT continued to advocate for sufficient funding for the MTA.</p>	Continue to coordinate with regional partners through bi-annual meetings local planning leadership of neighboring cities and participation in ongoing coordination of a regional transportation plan with NYMTC, our regional metropolitan planning organization	Completed
EM.27.2 Modernize New York City's freight transportation network	DOT, EDC, IGA	In Progress / Partially Funded	<p>The City continued its efforts to modernize the freight transportation network, while also adapting to delays associated with the COVID-19 pandemic.</p> <p>Enrollment for DOT's Off-Hours Delivery (OHD) program was delayed due to the COVID-19 pandemic. DOT resumed expansion efforts with the execution of a digital and print advertising campaign in early 2021 to grow program reach. DOT continued to strengthen the program's benefits by launching the OHD Recognition Program.</p> <p>DOT also worked with 311 to create a process allowing for residents to report excessive noise complaints via NYC311 helpline when delivery trucks, vans, and/or operators are making noise between 7PM and 6 AM. DOT anticipates releasing a Noise RFEI to conduct an evaluation of current noise mitigation methods and equipment to support quiet night time deliveries.</p> <p>EDC continued to negotiate with New York & Atlantic Railway (NY&A) regarding their financial contribution for a transload facility. EDC also selected a respondent for its RFP for a barge operator at Hunts Point Marine Terminal. However, the respondent ultimately dropped out, and EDC began to reevaluate next steps on how to introduce a maritime option at Hunts Point.</p> <p>EDC evaluated responses to the Clean Trucks RFEI, but the project was put on hold due to COVID-19 budget constraints. Budget constraints also delayed EDC's maritime study, though the North Atlantic Marine Highway Alliance continued to meet and promote private sector initiatives.</p>	Announce creation of the North Atlantic Marine Highway Alliance with Port Authority	Completed
				Complete Marine Highway Market Assessment	Reconsidered
				Continue work on Port Authority Cross Harbor Tier 2 EIS	Partially Complete
				Execute funding agreement with private rail operator to construct new rail infrastructure	Partially Complete
				Launch the OHD program	Completed
				Release Clean Trucks RFEI for gauging private sector interest in developing electric truck chargers on NYCEDC property or citywide (March 2019)	Completed
				Release RFP for barge operator at Hunts Point	Completed
				Select developer (2019) and begin design and construction (2020) for urban distribution center in Sunset Park	Reconsidered
Select winning proposal and finalize development agreement to begin construction of Hunts Point terminal	Reconsidered				

Efficient Mobility

EM.27 Strengthen connections to the region and the world

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
EM.27.3 Improve the sustainability and efficiency of air travel	EDC, IGA	In Progress / Partially Funded	At John F. Kennedy (JFK) airport, pre-planning began for a 15 Megawatt solar panel project to power JFK operations and the homes of nearby residents. The JFK Redevelopment program began its pre-construction phase and aims to utilize barging to supply and remove construction materials.	Advance JFK terminal expansion	Completed
			La Guardia Airport opened a new Terminal B "headhouse" in May 2020 and began reconstruction of Terminal E. The opening and construction of these new facilities at LGA allows the airport to expand tarmac operations, which permits airplanes to taxi more quickly and therefore greatly reduce fuel idling time after landing and before takeoff. Overall efficiency of ground operations is also improved.	Complete selection process for City site on Rockaway Boulevard	Timeline extended
			Continue recruitment of new FTZ users	Completed	
			Determine selected respondent for City site on Rockaway Boulevard and initiate final negotiations	Timeline extended	
			Encourage continued conversion of ground support vehicles, at JFK and LGA, to electric	Completed	
			LGA Gateway Partners to open additional gates at LGA	Completed	
			Monitor and support Gateway JFK BID in its work to support cargo businesses and residents in the JFK adjacent Springfield Gardens neighborhood	Completed	
			Promote JFK at various trade show and industry events	Timeline extended	
			Support development of new cargo warehouse building at JFK	Partially Complete	

MI.28 Make forward-thinking investments in core physical infrastructure and hazard mitigation

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
MI.28.1 Plan for capital investments holistically and collaboratively	DCP, DDC, DEP, DOT, SCA	In Progress / Partially Funded	<p>Over the year, the City continued to plan for capital investments holistically and collaboratively, creating efficiencies and reducing delays. And while several capital projects were placed on hold over the course of the year due to COVID-19, in March 2021, the City announced that \$17 billion in major capital projects would be restarted, including school construction, creation of affordable housing, investments in NYC parks, and city street improvement projects, to name a few.</p>	Continue resurfacing program	Completed
			<p>Throughout the year, the AIMS program continued to survey 75-80 sites per month, showing continued progress toward the goal of 750 sites. During the reporting period, DDC continued to improve coordination and forward-looking planning with utility companies, hosting monthly meetings to better plan capital projects and minimize delays. The DDC Data Sharing Task Force, consisting of key City agency and utility partners, continued to make strides towards a data sharing initiative to overlay capital plans and enable parties to proactively plan for and coordinate across capital projects and programs. In coordinating capital plans, parties can identify project synergies and alignment opportunities, like reducing the number of times a street is opened. DDC also continued discussions to recast Advanced Capital Planning's ability to support Front-End Planning's (FEP) work with project requests from sponsor agencies that have funding shortfalls. A total of 132 projects went through a FEP process in FY20 that ensured they had the proper scope and budget in place before they began. FEP also ensured that common causes of delay, such as regulatory or budget constraints or adverse field conditions, were identified and addressed before projects started, to improve project success. DDC's Infrastructure Division also established a new Sustainability Task Force in 2021. The task force works with the FEP Unit to embed evaluation of sustainability practices from initial stages of project delivery, assessing levels of sustainable implementation and certifications for projects and what the impacts are on budget and schedule.</p>	Continue to effectively manage and prioritize repaving work	Completed
			<p>In partnership with developers, SCA commenced several public-private partnership projects over the past year, all of which will include new schools as part of residential buildings. The projects include Trinity Place in Manhattan, Pacific Park and Albee Square in Brooklyn, and Madison Realty/Queens Blvd in Queens. Overall, SCA successfully completed and opened eleven new schools, additions, and leases, as well as 10 3-K Centers for the 2020-21 school year. Each location was opened on schedule despite being temporarily forced to pause due to the COVID-19 pandemic. The 11 new schools, additions, and leases will add over 5,500 much needed seats in overcrowded districts and will further enable DOE to enhance social distancing measures to focus on the health and safety of students, educators, and school communities; the 10 3-K Centers will add 1,440 news seats for the youngest students.</p>		
<p>To support the reopening of schools during the COVID-19 pandemic, SCA collaborated with over a dozen City agencies to create more than two dozen testing sites and diagnostic centers for H+H and DOHMH. In partnership with DOE, SCA checked ventilation systems in over 137,000 rooms used by students, faculty, and staff at approximately 1,500 school buildings in preparation for school reopening. In partnership with multiple City agencies, SCA identified more than 110 sites for the expansion of school capacity for social distancing purposes, as well as for the Learning Bridges Program.</p>	<p>During the reporting period, DOT resurfaced 950 lane miles of roads and effectively managed and prioritized resurfacing work citywide to improve the state of repair of the street network.</p>	<p>And DCP continued to plan for future infrastructure needs using data to identify areas where new housing units are anticipated based on market trends and plans.</p>			

Modern Infrastructure

MI.28 Make forward-thinking investments in core physical infrastructure and hazard mitigation

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
MI.28.2 Upgrade City infrastructure to continuously deliver high-quality services to New Yorkers	DEP, DOT, DSNY	In Progress / Partially Funded	Over the past year, the City continued to invest in the core infrastructure necessary for delivering essential urban services, such as collecting refuse, providing clean water, treating wastewater, and maintaining streets.	Complete 50% of construction on Brooklyn Bridge 6A	Completed
			The City continued to take steps to ensure high quality drinking water for decades to come. At Hillview Reservoir, DEP continued planning for the construction of two new buildings to house the equipment for chemical treatment to the water supply. In compliance with consent order milestones, the Basis of Design Report was completed in April 2020. At Ashokan Reservoir, DEP continued planning for the reconstruction of more than five miles of dams and a roadway bridge. DEP also continued planning for an upgrade of the flow control elements that deliver water to the Catskill Aqueduct and to modernize the control and monitoring systems. During 2020, the preliminary design for the headworks facilities was completed and detailed design commenced. Borings were drilled and test pits dug at Olive Bridge Dam and at some of the dikes. Also, alternatives for meeting Probable Maximum Flood (PMF) were developed for Dividing Weir Bridge and Dividing Weir Ashokan Spillway.	Complete Delaware Aqueduct Bypass tunneling	Completed
			At the Hunts Point Wastewater Resource Recovery Facility (WRRF), the design of four concrete cast-in-place, silo-shaped sludge digester tanks with 3.2 million gallons capacity were finalized and prepared for solicitation in 2022. The new digester facilities will potentially allow for up to 85 wet tons per day of food waste in the future. At the North River WRRF, structural assessments were performed throughout the facility and work continued on the Basis of Design Report, which is anticipated to be completed in 2021.	Complete upgrades to Staten Island Compost Facility.	Partially Complete
			During the reporting period, construction on Brooklyn Bridge 6A was completed and project close-out is expected by September 2021. Construction continued on both the Manhattan and Queensboro Bridge capital projects. The Manhattan Bridge tower globes were replaced and the deck replacement work on the Queensboro Bridge Manhattan-bound upper roadways is expected to begin in the summer of 2021. Plans for the Brooklyn Queens Expressway (BQE) continued to be developed, while considering the recommendations provided by the Mayor's Panel and working in concert with stakeholder groups. During the reporting period, Bridges continued to monitor the corridor and address maintenance issues that arose. The design contract for the Grand Street Bridge was registered and design work, including in-depth inspection, data collection, traffic analysis, and field surveying, began in 2020.	Continue construction on Manhattan and Queensboro Bridges	Completed
			During the reporting period, DSNY started construction on Phase 2 of the Staten Island Compost facility, which includes installation of an aerated static pile compost system.	Continue environmental review process for BQER	Timeline extended
			This year, construction on the Fresh Kills watershed basin project was completed. Construction began on the College Point Project area project, and was 43 percent complete as of March 2021.	Register design contract for Grand Street Bridge	Completed
MI.28.3 Spur improvements to utility distribution and transmission networks	MOS	In Progress / Budget Neutral	Through the 2019 Con Edison rate case, the City successfully advocated for Con Edison to develop an implementation plan to protect their electric, gas, and steam systems from the impacts of climate change. During the reporting period, MOS continued to provide input and help to finalize Con Edison's first climate change implementation plan.	Advocate for strengthening transmission and distribution networks to maximize integration of renewable energy sources while maintaining safety and reliability in relevant state regulatory processes	Completed
			In April 2021, New York City signed a letter of intent in partnership with the New York State Energy Research and Development Authority (NYSERDA) committing the City to a joint purchase of large-scale renewable source of electricity delivered to the city, which could include Canadian hydropower or equivalent. This joint purchase would power City government operations with 100% renewable electricity by 2025 and be a dramatic step forward as part of the City's comprehensive climate mitigation strategy to ensure the City makes a just transition to a clean energy economy.	Continue to participate in the Con Edison Climate Change Vulnerability Study and ensure recommendations are assessed and funded through the 2019 rate case process	Completed
			In addition, the City continued to advocate for other opportunities to increase transmission into NYC, including most recently through the 2020/2021 Public Policy Transmission Needs process.	Issue National Grid storm hardening recommendations and report and integrate any necessary funding requests into the 2019 rate case	Completed

Modern Infrastructure

MI.28 Make forward-thinking investments in core physical infrastructure and hazard mitigation

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
MI.28.4 Invest in innovative and resilient transportation networks	DOT, MOS	In Progress / Partially Funded	<p>DOT continued to invest in the city's resilient transportation network by committing nearly \$30 million in investment in flood protection measures at the terminals and facilities of the Staten Island Ferry. In addition, DOT will soon launch three new Ollis-class ferry boats with marine engines compliant with EPA Tier 4 emission standards. The first of the three new ferry boats is expected to arrive in the harbor in June of this year, and following extensive preparation and staff training, is scheduled to begin regular passenger service in November 2021. DOT is also looking to procure an electric ferry to replace the F/B Michael Cosgrove which services Hart Island.</p> <p>In April 2020, DOT launched Open Streets as a COVID-19 response measure, adding much needed open space for social distancing by designating a total of 83 miles of streets as pedestrian and cycling priority corridors. Over the year, DOT worked to develop a permanent Open Streets program, working with communities citywide. On March 25, 2021, DOT opened applications for the 2021 expansion of the Open Streets program. Interested businesses and community partners can apply to manage either of two types of Open Streets: Temporary Limited Local Access, where the street is designated for pedestrian and cyclist use, during a specified set of hours and days each week or Temporary Full Closure, where the street is temporarily closed to vehicles for pedestrian and cyclist use, to support local businesses, and for community programming. DOT will work with participating community partners to develop operational plans for multiple uses, including outdoor dining and programming, while maintaining loading, deliveries, and emergency access.</p> <p>The Better Buses Restart plan, released in June 2020, outlined the City's approach to respond to the COVID-19 crisis by adding 20 miles of new busways and bus lanes to serve bus riders, focusing on essential and frontline workers. In total, a groundbreaking 16.3 miles of bus lanes and busways were implemented in 2020, the most of any year during the current Administration. These projects include the start of the Jay Street Busway in Brooklyn, protected bus and bike lanes on EL Grant Highway in the Bronx, and major bus lane projects on Hylan Blvd in Staten Island and Merrick Boulevard in Queens. In January 2021, DOT launched the Main Street Busway, and will continue to work toward completion of additional busways in Queens and Manhattan. DOT continued to work toward the goals laid out in the Better Buses Action Plan, to add or improve 10-15 miles of bus lanes per year, improve bus stop accessibility and add transit signal priority.</p> <p>In 2020, DOT implemented 73.4 lane miles of bike facilities, including 28.9 lane miles of protected bike facilities. In addition, DOT implemented 51.3 lane miles of bike facilities in the 10 identified Priority Bicycle Districts (areas of significant bicycle ridership) since 2017, including 13.8 miles in 2020.</p> <p>As of the start of April 2021, DCAS Fleet had installed 68 fast charging hubs for electric vehicles (EV) to serve the City's municipal fleet and continued to work on adding an additional 29 fast charging stations. Seven of these fast chargers are available for public use, with plans to have a total of 14 available for public use in all five boroughs.</p> <p>DOT continued construction for fast chargers at two municipal garages, Delancey-Essex and Court Square— each site will operate four fast chargers. The stations are expected to be in service in the second quarter of 2021. The procurement for five additional hubs was initiated, with construction expected to commence in Summer 2021. DOT and Con Edison have selected locations for the on-street Level 2 charging stations, with construction beginning in the Spring of 2021. A total of 120 chargers, 20 for the City Fleet and 100 for public use, are anticipated to be active by the end of Fall 2021.</p> <p>In April 2021, Mayor de Blasio signed an executive order requiring all school buses be electric by 2040, including a commitment to purchase more than 50 electric school buses over the next two years. The transition from a diesel fleet to an all-electric school bus fleet will have significant climate, health and cost-saving impacts: The new fleet will reduce 30% of carbon emissions from school buses, remove enough air pollution citywide to avoid two premature deaths each year, reduce asthma emergency department visits and respiratory and cardiac hospitalizations, and save about \$18 million in health care costs.</p>	Announce first five fast charging hubs and construct first hub	Partially Complete
			Develop first 20 on street charging locations for the City fleet and develop first 20 charging sites for public evaluation program	Partially Complete	
			Enact legislation requiring 40% of new parking spots to be "EV ready" and 20% of spots to contain EV chargers	Partially Complete	
			Explore ways to incorporate the revised NYC Climate Resiliency Guidelines 2.0 into a broader range of planning and project development activities	Partially Complete	
MI.28.5 Establish a Citywide Enterprise Risk Management Task Force	CPP, LAW, NYCEM	In Progress / Budget Neutral	<p>Throughout 2020, the City continued the process to form an Enterprise Risk Management (ERM) Task Force and to identify next steps. The Law Department's Risk Management Unit met with representatives from the Law Department executive leadership, NYCEM, OMB, MODA, MOPD, DOI, DOT, and Family Court to identify areas for further exploration and potential projects for the group moving forward. The task force identified potential issues and formed subcommittees with representative stakeholders. The subcommittees have continued to refine both the identification of the issues and proposed solutions.</p>	Convene ERM task force	Completed

Modern Infrastructure

MI.28 Make forward-thinking investments in core physical infrastructure and hazard mitigation

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
MI.28.6 Invest in public health infrastructure to be able to withstand infectious disease	DOHMH, H+H, NYCEM	In Progress / Partially Funded	<p>DOHMH made significant progress to improve health surveillance technology infrastructure. Over the reporting period, electronic case reporting rapidly expanded as multiple large hospital systems were on-boarded for quality assurance. The surveillance strategic plan was also published for internal review. Its recommendations were used to develop systems requirements for new surveillance infrastructure. Using these requirements, DOHMH worked with vendors and other public health agencies to identify and assess several technology solutions and is narrowing down a number of potential solutions. While the COVID response has occupied key subject matter experts, DOHMH continues to make progress and anticipates, provided sufficient funding, that the initial implementation of a new system will begin by the end of 2023.</p> <p>H+H completed two rounds of mystery patient drills at all Acute Care Facilities in February, March, and July 2020 with After Action Reports (AARs). DOHMH also got a final AAR in early 2020 (pre-COVID-19) on the mystery patient drills that were conducted in October and November 2019.</p> <p>Before the response to COVID-19, the non-pharmaceutical intervention (NPI) policy process was designed to vet potential NPIs for various public health emergencies with agency experts and present them to senior leadership for approval. Due to the need for rapid public health interventions, the original framework for pandemic planning was leveraged by senior agency and City leadership.</p> <p>Due to the demands of the emergency response to COVID-19, the monthly meeting with the Pandemic Influenza Workgroup (PIW) has been put on hold to focus on the response. Workgroup members are deeply involved in various aspects of the City response and the Workgroup's previous planning was leveraged to strengthen the city strategy to COVID-19.</p> <p>To support COVID-19 recovery, in September 2020, the City announced several investments in New York City's public health infrastructure. Planned investments include the creation of new research and development facilities in New York City for public health research, design, and practice; the creation of a Public Health Corps, consisting of community health workers focused on the city's hardest hit neighborhoods; the launch of a competition to accelerate the development and deployment of rapid COVID-19 tests; and the launch of the Pandemic Response Lab, a facility dedicated to processing COVID-19 tests within 24-48 hours for NYC Health + Hospitals.</p>	Complete "mystery patient drills" testing hospital Emergency Department ability to identify and isolate patients with suspected highly infectious diseases at a minimum of 40 NYC Emergency Departments	Completed
				Conduct quality assurance testing on ECR data and develop protocols and technology enhancements to ensure high data quality, and draft initial designs for a pipeline to integrate ECR into the surveillance system. Enhance reportable disease system's ability to detect aberrations in disease reporting	Partially Complete
				Creation of a Non-pharmaceutical Intervention (NPI) decision matrices for Agency response leadership to use during a pandemic event in support of limiting community transmission and lessening the projected impacts on healthcare facilities	Partially Complete
				Pandemic Influenza Workgroup (PIW) continues to meet monthly to perform a line-by-line review of objectives related to the Agency response in a pandemic	Partially Complete
				Work with consultant to draft a strategic plan	Completed

MI.29 Improve digital infrastructure to meet the needs of the 21st century

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
MI.29.1 Achieve universal broadband across the five boroughs	MOCTO	In Progress / Partially Funded	<p>During the reporting period, the City continued to make progress to achieve universal broadband across the five boroughs. MOCTO launched a series of universal broadband initiatives while also responding to the urgent and immediate needs that arose during the COVID-19 pandemic. In May 2020, MOCTO partnered with NYCHA, DFTA, T-Mobile, and non-profit Older Adults Technology Services to distribute 10,000 connected tablets to older adults living in NYCHA developments across the city and offer wrap around support for the use of these resources.</p> <p>In May 2020, MOCTO released a Request for Expressions of Interest: Rapid Response for Connectivity at NYCHA, soliciting ideas to bring new free or reduced-cost broadband service options to public housing communities. In July 2020, the Mayor announced a historic \$157 million investment to end digital redlining and provide high-speed internet. To award these funds and extend new internet service options to hundreds of thousands of under-served New Yorkers, including NYCHA residents, MOCTO released the Universal Solicitation for Broadband Request for Proposals in March 2021.</p>	Publish the NYC Connected Internet Master Plan, Public Wi-Fi Report, Citywide RFP, and update the Access and Connectivity Report	Partially Complete

Modern Infrastructure

MI.29 Improve digital infrastructure to meet the needs of the 21st century

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
MI.29.2 Ensure all New Yorkers benefit from connectivity by expanding digital education programs	MOCTO	In Progress / Funded	<p>Throughout 2020, in response to the COVID-19 pandemic, brick and mortar public computer centers were forced to close their doors. To continue to provide New Yorkers with connectivity and digital education programs, providers moved to offer new and virtual models of support and program and service delivery. MOCTO supported this work through its Connected Communities program and embarked on a research and planning initiative with DFTA to support senior centers through this transition.</p> <p>During the reporting period, MOCTO partnered with NYCHA, DFTA, T-Mobile, and non-profit Older Adults Technology Services to distribute over 10,000 connected tablets to older adults living in NYCHA developments across the city, and offer wrap-around support for the use of these resources. This support included outbound and inbound phone support, virtual programming, and capacity building trainings to support senior center providers across the city in transitioning to remote program delivery. This work complements the research and planning initiative with DFTA to support senior centers through this transition broadly. Across the Connected Communities program, MOCTO has supported public libraries, community centers, and senior centers to offer a range of new resources, such as hotline-based support, varied virtual training programs, and new forms of outreach. In some cases, this new support included remote learning support for students and families. Finally, on March 4th, 2021 the Mayor, MOCTO, DOE, DYCD, and the COVID-19 Public-Private Partnership Czar announced a public-private partnership with The Information Technology Disaster Resource Center (ITDRC), The Rockefeller Foundation, Zoom, Cielo Scholarship Foundation, and EducationSuperHighway to deliver Wi-Fi and broadband upgrades to 50 Learning Bridges locations. Learning Bridges support students learning remotely as part of the Learning Labs K-8 component of DYCD-funded Cornerstone Community Centers. More than 12,000 young people and adults will benefit from the enhancements during active programming at the centers, in addition to thousands of community members who can access the free Wi-Fi hotspots provided by ITDRC as a result of this partnership.</p>	<p>Publish public computer center research and expand digital training programs and resources focusing on privacy and online safety</p>	Timeline extended
MI.29.3 Build and cultivate the most innovative cybersecurity ecosystem and the most cyber-resilient city in the world	Cyber, Democracy NYC, EDC, SBS	In Progress / Funded	<p>On September 27, 2020, Intro. 1297 of 2018 became City law, recognizing the Office of Cyber Command in the New York City Charter. Throughout 2020, the NYC Cyber Command Center's (NYC3) tools and analysis continued to provide intelligence-led prioritization to guide City agencies' security actions, and ensure that the City continued to build an information technology (IT) environment that is resilient against digital threats.</p>	<p>Graduate startup companies from Hub.NYC Center, and ensure all Cyber NYC workforce programs are underway, including CUNY-CCNY Master's degree in cyber security and first LaGuardia Community College Cyber Bootcamp cohort</p>	Completed
			<p>NYC3 worked with City agencies and other key stakeholders to mature plans for coordinated responses to cyberattacks against City infrastructure including working with the NYC Board of Elections to protect the 2020 elections against cyber threats and monitoring for localized disinformation surrounding the U.S. Census. NYC3 also planned for new and larger threats by continuing to build relationships with universities, nonprofits, and intergovernmental partners to better coordinate response efforts and collaborate with MOCTO on a citywide Internet of Things (IoT) Strategy.</p>	<p>Identify first cohort of stakeholders for National Cyber Consortium, complete NYCx Cybersecurity Challenge, roll out training resources for small business security, and begin discussions with stakeholders on long-term role of C3</p>	Completed
			<p>To continue to build the most innovative cybersecurity ecosystem in the world, EDC executed NYC's first and only enterprise-ready cybersecurity accelerator, with top startups from five nations. The accelerator has already led to the creation of several dozen jobs in NYC. EDC also executed and completed a pre-seed accelerator cohort of eight startups with Columbia University. The participating startups have continued to grow and see success. One startup was accepted to the competitive and well-recognized accelerator, Techstars, and another was accepted into the global-leading accelerator, Y-Combinator.</p>	<p>Launch first set of public awareness campaigns to fight misinformation and leverage relationships with social media platforms to combat localized misinformation in run-up to 2020 elections</p>	Completed
			<p>The City's first cybersecurity bootcamp, in collaboration with Fullstack, continued to operate and graduate new cohorts even during the COVID-19 pandemic. Additionally, a free 40-hour course in cybersecurity was launched to provide free access to high quality training during the COVID-19 pandemic and as of December 2020, over 850 people have enrolled. The City also established a new Masters in Cybersecurity degree program at City College of New York which is part of the CUNY system.</p>		
MI.29.4 Invest in the City's data infrastructure, enabling greater data integration and agency collaboration	DOITT	In Progress / In Planning	<p>In the first quarter of 2020, a new administration began at DoITT. Throughout the year, work continued to invest in the City's data infrastructure. DoITT advanced the development of a new citywide data management platform, which includes the implementation of an API platform and management platform, and it is expected to go live in May of 2021. DoITT also continued to actively work on product assessments to upgrade the Open Data portal's usability, accessibility, and data quality. When complete, these improvements will help establish better data governance through focused data-sharing efforts. Work also continued on a new Geographic Information System (GIS) platform to increase availability and quality of GIS products and services. DoITT also worked on the testing of a new ServiceNow platform to be implemented in the first quarter of 2022.</p>	<p>Establish a citywide data catalog</p>	Partially Complete
				<p>Implement an API platform and management program</p>	Partially Complete
				<p>Improve usability, accessibility, and data quality of Open Data portal</p>	Partially Complete
				<p>Establish data governance through focused data-sharing efforts</p>	Partially Complete

Modern Infrastructure

MI.30 Implement best practices for asset maintenance and capital project delivery

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
MI.30.1 Anticipate maintenance needs and make smart repairs	DDC, DOT, DPR, MOCTO	In Progress / Partially Funded	<p>During the reporting period, City agencies continued to develop new approaches to anticipating maintenance needs and making smart repairs across a wide range of projects.</p>	Carry out pilot for more in-depth DDC building conditions assessment for one sponsor agency	Partially Complete
			<p>Throughout 2020, the AIMS program continued to survey 75-80 sites per month, showing continued progress toward the goal of 750 sites.</p>	Expand DDC Front End Planning units	Partially Complete
			<p>DDC's new Americans With Disabilities Act (ADA) Accessibility Compliance Unit reviewed project scopes and designs to maximize accessibility and comply with established standards. The Front-End Planning (FEP) Unit continued to assess all infrastructure project proposals to maximize opportunities to include sidewalk accessibility improvements, such as pedestrian ramp upgrades or installation. The Unit implemented several notable trainings and facilitator workshops.</p>	Explore new technology to allow for real-time monitoring of the condition of individual bridge and tunnel components	Partially Complete
			<p>DDC's Office of Master Specifications continued to research, develop, and pilot new specifications with a focus on maximizing the service life of materials, increasing use of recycled materials, and reducing overall carbon footprints and greenhouse gas emissions. In 2020, DDC's Green Infrastructure (GI) program installed over 700 GI assets in collaboration with DEP and continued working to develop a publication of Standard Green Infrastructure Specifications. DDC's Pedestrian Ramp program, jointly lead with DOT, installed over 3,500 pedestrian ramps in 2020.</p>	Launch citywide "Internet of Things" strategy	Completed
			<p>During the reporting period, DOT continued to work on the Supervisory Control and Data Acquisition (SCADA) system for the Battery Park Underpass and West Street Underpass. When complete, it will be turned over to Bridge and Tunnel Operations and will provide real time information on the electrical, mechanical, and safety systems for both underpasses.</p>	Manage all CPSD studies for DDC-intended projects	Partially Complete
			<p>On March 4, 2021, MOCTO published the NYC Internet of Things (IoT) Strategy, outlining actions toward creating a healthy, cross-sector IoT ecosystem in New York City— one that is productive, responsible, and fair. This new strategy builds on the IoT guidelines released in 2016, that provided a framework to help government and its partners responsibly deploy connected devices and IoT technologies in a coordinated and consistent manner.</p>	Offer DDC complex scope development for at least one sponsor agency	Reconsidered

MI.30 Implement best practices for asset maintenance and capital project delivery

Initiative / Supporting Initiative	Lead Agencies	Initiative/Funding Status from April 2020 to April 2021	Progress Reported from April 2020 to April 2021	Milestones to complete by December 31, 2020	Milestones Status
<p>MI.30.2 Deliver new projects on-time and on-budget</p>	<p>DCAS, DDC, DEP, DOT, DSNY, MOCS, OMB, OPS</p>	<p>In Progress / Partially Funded</p>	<p>DDC's Project Controls division continued to streamline data and automate reporting, freeing up significant amounts of staff time to dedicate to other areas of improvement. Project Controls, together with ITS, made important strides in moving the agency towards full implementation of Primavera P6 Enterprise Schedule Management, a project portfolio management software that is standard in the construction industry. DDC also worked to expand the use of joint bidding, which reduces conflicts and interference by having private utility work included in the same contract as City work and completed by one project team. DDC and utility companies continued to develop a utility price list to standardize prices and streamline joint bidding.</p> <p>Since the authorization of design-build for NYC agencies, DDC has organized internally and established processes with sponsor and oversight agencies to deliver a successful design-build portfolio and demonstrate results over the next two to three years. Infrastructure has identified four design-build pilot projects and released a Notice of Intent in January 2021 for its first design-build project, a complex pedestrian ramps project. Public Buildings continued to move forward with five pilot projects and released a Request for Qualifications (RFQ) in November 2020 for the first two design-build projects. Public Buildings has continued to assess project candidates and released RFQs for three more pilot projects in the first quarter of 2021.</p> <p>During the reporting period, nearly 100 online trainings, webinars, and workshops were provided to DDC staff including Public Buildings, Return-to-Office, IFA, Vitrified Clay Pipe, and External Construction Safety trainings. In total, over 1,000 DDC staff members participated in these virtual events. Additionally, DDC disseminated eight Online Learning Resources catalogs agency-wide, offering 132 e-Learning opportunities for employees to take individually. The Online Learning Resources included Business Skills Courses, Computer Technology Courses, Construction Safety Courses, and Health & Wellness resources, some offered continuing education units.</p> <p>Throughout 2020, the City continued to design the Procurement and Sourcing Solutions Portal (PASSPort) to make procurement easier for both City agencies and vendors. PASSPort aims for a holistic, streamlined approach that incorporates process improvement, technology, and strong partnerships to achieve success. The portal aims to be the primary platform with which to do business with the City of New York. By streamlining procurement and being better able to pay contractors on time, the City can be a better business partner. The data digitized through PASSPort would be invaluable in analyzing the capital portfolio, allowing the City to better understand vendor and agency performance.</p> <p>As of the close of this reporting period, more than 4,000 Requirements Contract items were consolidated and available to purchase through PASSPort. Furthermore, all DCAS PunchOut contracts for office supplies and Maintenance & Repair Operations (MRO) supplies, encompassing tens of thousands of items, were migrated to PASSPort. As of June 2020, DCAS began to incorporate the Source-to-Contract release of PASSPort into daily procurement operations.</p> <p>Also in June 2020, MOCS launched the third phase of PASSPort implementing an end-to-end platform for agencies and vendors to conduct procurement actions from requisition to contract registration. As part of the rollout of Release3, MOCS prioritized procurements involving small nonprofits and Minority- and Women-owned Business Enterprises (M/WBEs), as these groups have typically faced particular barriers in doing business with the city and leveling the playing field is a foundational goal. As a part of this effort, through the end of the fiscal year, MOCS provided hands-on support to agencies resulting in over 160 M/WBE noncompetitive small purchases and began onboarding approximately 2,000 New York City Council discretionary contracts.</p> <p>MOCS also continued to develop the fourth major release of PASSPort in preparation for an initial launch in spring 2021. Release 4 will enable broader contract budget management, expand invoice and payment functionality and scope, and transition prequalification management to the central platform. This fourth release will bring additional transparency and efficiency to NYC procurement, reducing administrative burdens and increasing process predictability— all critical to operating in a recovery climate.</p> <p>Local Law 37 of 2020 called for the creation of a taskforce to implement a comprehensive public database to better track capital project delivery across the City. When complete, the new tracking system will enable greater transparency and accountability into the capital process.</p> <p>During the reporting period, OMB continued to support City agencies on ways to better deliver projects on time and on budget.</p>	<p>Expand and enhance the use of PQLs</p> <p>Expand project controls at DDC</p> <p>Pilot Allowances for Extra Work at DDC</p> <p>Pursue increased authority for Design-Build, CM-Build, CM-At-Risk with State Legislature</p> <p>Support the citywide implementation of PASSPort</p> <p>Train all DDC project managers on industry best practices</p>	<p>Partially Complete</p> <p>Timeline extended</p> <p>Partially Complete</p> <p>Partially Complete</p> <p>Partially Complete</p> <p>Partially Complete</p>

Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Vibrant Democracy: Empower all New Yorkers to participate in our democracy						
New voter registrations	1.5 million voter registrations by 2022	N/A (CY 2017)	268,000 (CY 2018)	346,389 (CY 2020)	<i>Data Source:</i> Campaign Finance Board, Voter Assistance Annual Report <i>Definition:</i> The increase in registered voters residing in New York City compared to 2017.	This value for total new registrations (346,389) is the increase in voter registration from 04/01/2018-11/01/2020 and was pulled from the State BOE site. Since the inaugural Student Voter Registration Drive (SVRD) in 2015, DemocracyNYC has registered tens of thousands of students in hundreds of classrooms throughout New York City. Between 2018 and 2020, DemocracyNYC registered, or pre-registered, nearly 60,000 young voters.
Volunteers counted in the annual survey	1.5 million volunteers by 2025	1,000,000 (CY 2017)	1,036,462 (CY 2018)	1,020,607 (CY 2019)	<i>Data Source:</i> NYC Service, Annual NYC Volunteers Count <i>Definition:</i> The number of unique volunteers serving within New York City, reported by New York City nonprofits, city agencies, faith-based organizations, colleges/universities, schools, and hospitals on a calendar year basis.	
Voter turnout in local elections	Increase	21.5 % (CY 2017)	39.1% (CY 2018)	55% (CY 2020)	<i>Data Source:</i> Campaign Finance Board, Voter Assistance Annual Report <i>Definition:</i> Share of New York City registered voters who voted in the general election.	Please note that the 2020 election turnout has a comparably higher turnout rate because it was a national election year and should therefore not be compared to 2019 and other non-national election years.
Vibrant Democracy: Welcome new New Yorkers from around the world and involve them fully in civic life						
Immigrant New Yorkers who are naturalized	Increase	56.0% (CY 2017)	57.0% (CY 2018)	58.3% (CY 2019)	<i>Data Source:</i> U.S. Census Bureau, American Community Survey One-Year Estimate <i>Definition:</i> The proportion of foreign-born New York City residents who have naturalized to become U.S. citizens in New York City.	

Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Poverty rate disparity between immigrants and U.S.-born individuals	Reduce by 50% by 2030	5.4 pts (CY 2016)	4.1 pts (CY 2017)	0.6 pts (CY 2018)	<p><i>Data Source:</i> New York City Government Poverty Measure</p> <p><i>Definition:</i> The difference in poverty rate, using the NYCgov poverty measure, between New Yorkers born in the U.S. and those born abroad.</p>	<p>The poverty-rate disparity between native-born and foreign-born New Yorkers has declined primarily due to changes in the Child Tax Credit (CTC) in 2018 that now disqualifies non-SSN holding parents and children from receiving the tax credit, which is worth up to \$2,000 per child. In NYC, where about one million people live in mixed-status households (where at least one undocumented person lives with other people who have legal status), this CTC change meant that native-born New Yorkers in mixed families lost thousands of dollars per child in tax credits. Note that there is an exception in 2021, based on the American Rescue Plan Act, that will allow non-SSN holder parents to receive CTC as long as the children themselves have SSN(s).</p> <p>At the same time, the composition of the foreign-born has been changing towards individuals and households with more resources. In the last decade, the overall undocumented population has been on the decline both in the city and nationwide: between 2008 and 2018, the undocumented population declined by 25 percent. For more information about this demographic trend in NYC, see https://www1.nyc.gov/assets/immigrants/downloads/pdf/MOIA-Annual-Report-for-2019.pdf.</p>

Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Vibrant Democracy: Promote justice and equal rights, and build trust between New Yorkers and government						
Average daily jail population	Reduce	8,896 (FY 2018)	7,938 (FY 2019)	5,841 (FY 2020)	<i>Data Source:</i> Mayor's Management Report <i>Definition:</i> Annual average of the daily number of inmates in Department of Correction custody during the fiscal year.	<p>New York City has shown that it is possible to reduce both incarceration and crime. For most crimes, short-term jail incarceration does not specifically deter defendants from reoffending; less incarceration results in less crime. Using non-custodial approaches makes the City safer because it reduces the criminogenic effects of Jail. For example, while crime has steadily decreased, the NYC jail population also dropped 37% between 2013 and 2019, resulting in the lowest jail population since 1980. The jail population is down 56% since 1999, when NYC jails held over 16,000 individuals.</p> <p>NYC has implemented a comprehensive inter-agency and community-informed approach to jail population reduction that utilizes and supports multiple alternatives to incarceration, proportionate law enforcement responses to offending, and reentry programming and services to prevent future offending.</p>
Major felony crimes	Reduce	95,883 (CY 2018)	95,606 (CY 2019)	95,589 (CY 2020)	<i>Data Source:</i> Mayor's Management Report <i>Definition:</i> The number of major felony crimes citywide, including domestic violence-related felonies, within the seven categories corresponding to New York State Penal Law: murder and non-negligent manslaughter, forcible rape, robbery, felonious assault, burglary, grand larceny and grand larceny auto. Includes major felony crime in housing developments, the transit system, public schools and citywide patrol.	<p>The City has demonstrated that both the use of evidence-driven community-based interventions and targeted enforcement strategies, focused on the drivers of crime and the known group of offenders, prevent crime and deter people from committing crimes. New Yorkers are committing fewer crimes, there are fewer recidivists, policing strategies are more targeted, and the City is investing more in prevention efforts. For example, major crime has fallen steadily over the past two decades. Major crime is down 51% since 1999, when the value was nearly 200,000.</p> <p>NYC utilizes best practices and evidence-based intervention and prevention models that center community in crime reduction solutions, and avails neighborhoods and residents, most severely impacted by crime, with resources and opportunities.</p>

Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Vibrant Democracy: Promote democracy and civic innovation on the global stage						
Submit a Voluntary Local Review to the United Nations	Annual	Completed (CY 2018)	Completed (CY 2019)	In Progress (CY 2020)	<i>Data Source:</i> Mayor's Office of International Affairs <i>Definition:</i> Modeled after the Voluntary National Review of the Sustainable Development Goals that countries are invited to submit to the United Nations each year, New York City created the concept of the Voluntary Local Review so that local and regional governments could also report on their local progress toward the Sustainable Development Goals.	In 2021, New York City will aim to publish the final VLR of the de Blasio administration, which will analyze local progress towards all 17 Sustainable Development Goals.
Inclusive Economy: Grow the economy with good-paying jobs and prepare New Yorkers to fill them						
Income disparity by race/ethnicity	Decrease	2.0 (CY 2017)	1.8 (CY 2018)	1.6 (CY 2019)	<i>Data Source:</i> U.S. Census, American Community Survey Public Use Microdata Sample, 1-year files, as augmented by NYC Opportunity <i>Definition:</i> Median earnings of non-Hispanic white individuals divided by median earnings of Black, Hispanic, Asian, and other race individuals in New York City. Statistics calculated for all individuals 16 years or older reporting non-zero wages and/or self-employment earnings.	See below for a breakdown disaggregated by race/ethnicity: Non-Hispanic Black: 1.8 Non-Hispanic Asian: 1.7 Hispanic, any race: 2.2
Individuals connected to employment through the City's workforce system	Increase	66,390 (CY 2018)	73,084 (CY 2019)	12,710* (FY 2020)	<i>Data Source:</i> Mayor's Management Report <i>Definition:</i> This indicator provides a count of clients who are connected to unsubsidized jobs and is reported on a full calendar year basis.	*The reported value is not comparable to prior years due to significant changes in the methodology to calculate this measurement.
Labor force participation rate	Increase	60.8% (CY 2018)	60.7% (CY 2019)	58.6% (CY 2020)	<i>Data Source:</i> New York State Department of Labor, Quarterly Census of Employment and Wages <i>Definition:</i> All workers residing in New York City who are employed or actively looking for work as a share of the total working age population.	CY 2018 and CY 2019 values revised by US BLS in March 2021.
Securities sector share of total wage earnings	Decrease	19.1% (CY 2017)	17.5% (CY 2018)	16.9% (CY 2019)	<i>Data Source:</i> Office of Management and Budget, Quarterly Report on Current Economic Conditions <i>Definition:</i> Total wages earned by securities sector employees as a share of total wages earned by employees of all sectors in New York City. Securities sector industry defined by North American Industry Classification System (NAICS) code 523. Wages included are based on place of work regardless place of employee residence.	
Total employment (thousands)	Increase	4,551 (CY 2018)	4,624 (CY 2019)	4,133 (CY 2020)	<i>Data Source:</i> Office of Management and Budget, Quarterly Report on Current Economic Conditions <i>Definition:</i> Total number of jobs in New York City including public and private sector jobs.	CY 2018 and CY 2019 values revised by NYS DOL in March 2021.
Inclusive Economy: Provide economic security for all through fair wages and expanded benefits						
Food insecurity rate	Decrease	14.4% (CY 2016)	13.8% (CY 2017)	18.7% (CY 2020)	<i>Data Source:</i> NYC Food Policy, Food Metrics Report <i>Definition:</i> Food insecurity refers to a lack of access, at times to enough food for an active, healthy life for all household members and limited or uncertain availability of nutritionally adequate foods.	Pre-COVID, the food insecurity rate in New York City was 12.9%, based on Feeding America data collected in 2018. However, the pandemic caused this rate to significantly increase.

Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
New Yorkers lifted out of poverty or near poverty	800,000 by 2025	236,500 reduction between 2013 and 2017 (CY 2017)	378,000 reduction between 2013 and 2018 (CY 2018)	521,000 reduction between 2013 and 2019 (CY 2019)	<i>Data Source:</i> New York City Government Poverty Measure <i>Definition:</i> Change in New Yorkers in poverty or near poverty using NYCgov poverty measure.	
Percentage of New Yorkers living in or near poverty	Decrease	43.6% (CY 2017)	41.9% (CY 2018)	40.8% (CY 2019)	<i>Data Source:</i> New York City Government Poverty Measure <i>Definition:</i> Estimate share of New Yorkers living below poverty or near poverty threshold using NYCgov poverty measure.	The 2018 value has been updated to reflect updated data.

Inclusive Economy: Expand the voice, ownership, and decision-making power of workers and communities

Amount awarded to City-certified Minority and Women-owned Business Enterprises (M/WBEs)	\$25 billion by FY 2025	\$9.4 billion (FY 2018)	\$13.2 billion (FY 2019)	\$17.4 Billion (FY 2020)	<i>Data Source:</i> Mayor's Office of Contract Services, M/WBE Program Annual Report <i>Definition:</i> Cumulative value of awards subject to the M/WBE Program awarded to City-certified Minority and Women-Owned Business Enterprises from fiscal year 2005 to the close of the reporting period.	
Total number of Minority and Women-owned Business Enterprises certified	Increase	6,829 (FY 2018)	9,063 (FY 2019)	10,034 (FY 2020)	<i>Data Source:</i> Small Business Services, Division of Economic and Financial Opportunity <i>Definition:</i> Total number of businesses certified with the New York City Minority/Women-Owned Business Enterprise Program at the end of the reporting period.	
Total number of worker cooperatives created through the Worker Cooperative Business Development Initiative	Increase	48 (FY 2018)	49 (FY 2019)	35 (FY 2020)	<i>Data Source:</i> Small Business Services, Working Together <i>Definition:</i> Total number of worker cooperatives created during the calendar year with the assistance of Small Business Services' 'Worker Cooperative Business Development Initiative.'	

Inclusive Economy: Strengthen the City's fiscal health to meet current and future needs

New York City's general obligation bond credit rating	Maintain	Aa1 (April 2019)	Aa1 (April 2020)	Aa2 (March 2021)	<i>Data Source:</i> Moody's Investor Services <i>Definition:</i> Credit rating of New York City's general obligation bonds as provided by Moody's Investor Services. A bond rating is a letter grade assigned to bonds that indicates their credit quality. Moody's Investor Services rates bonds on a scale of Aaa (best) to C (worst) or "/" (in default).	
Securities sector share of total wage earnings	Decrease	19.1% (CY 2017)	17.5% (CY 2018)	16.9% (CY 2019)	<i>Data Source:</i> New York State Department of Labor, Quarterly Census of Employment and Wages <i>Definition:</i> Total wages earned by securities sector employees as a share of total wages earned by employees of all sectors in New York City. Securities sector industry defined by North American Industry Classification System (NAICS) code 523. Wages included are based on place of work regardless of place of employee residence.	

Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Thriving Neighborhoods: Ensure all New Yorkers have access to neighborhood open spaces and cultural resources						
Share of New Yorkers who live within walking distance of a park	85% by 2030	81.7% (CY 2018)	81.7% (CY 2019)	81.7% (CY 2020)	<i>Data Source:</i> Department of Parks and Recreation <i>Definition:</i> Share of New Yorkers living within a quarter mile walk to a small, local park and within a half mile walk to a larger park with more amenities.	
Thriving Neighborhoods: Advance shared responsibility for community safety and promote neighborhood policing						
Average daily jail population	Reduce	8,896 (FY 2018)	7,938 (FY 2019)	5,841 (FY 2020)	<i>Data Source:</i> Mayor's Management Report <i>Definition:</i> Annual average of the daily number of inmates in Department of Correction custody during the fiscal year.	New York City has shown that it is possible to reduce both incarceration and crime. For most crimes, short-term jail incarceration does not specifically deter defendants from reoffending; less incarceration results in less crime. Using non-custodial approaches makes the City safer because it reduces the criminogenic effects of Jail. For example, while crime has steadily decreased, the NYC jail population also dropped 37% between 2013 and 2019, resulting in the lowest jail population since 1980. The jail population is down 56% since 1999, when NYC jails held over 16,000 individuals. NYC has implemented a comprehensive inter-agency and community-informed approach to jail population reduction that utilizes and supports multiple alternatives to incarceration, proportionate law enforcement responses to offending, and reentry programming and services to prevent future offending.
Major felony crimes	Reduce	95,883 (CY 2018)	95,606 (CY 2019)	95,589 (CY 2020)	<i>Data Source:</i> Mayor's Management Report <i>Definition:</i> The number of major felony crimes citywide, including domestic violence-related felonies, within the seven categories corresponding to New York State Penal Law: murder and non-negligent manslaughter, forcible rape, robbery, felonious assault, burglary, grand larceny, and grand larceny auto. Includes major felony crime in housing developments, transit system, public schools, and citywide patrol.	The City has demonstrated that both the use of evidence-driven community-based interventions and targeted enforcement strategies, focused on the drivers of crime and the known group of offenders, prevent crime and deter people from committing crimes. New Yorkers are committing fewer crimes, there are fewer recidivists, policing strategies are more targeted, and the City is investing more in prevention efforts. For example, major crime has fallen steadily over the past two decades. Major crime is down 51% since 1999, when the value was nearly 200,000. NYC utilizes best practices and evidence-based intervention and prevention models that center community in crime reduction solutions, and avails neighborhoods and residents, most severely impacted by crime, with resources and opportunities.

Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Thriving Neighborhoods: Promote place-based community planning and strategies						
Economic development, housing, and neighborhood enhancement proposals presented by the Department of City Planning to the public	Neutral	73 (CY 2018)	47 (CY 2019)	38 (CY 2020)	<i>Data Source:</i> Department of City Planning, Planning Coordination Division <i>Definition:</i> The number of proposals to preserve the character of existing neighborhoods, promote sustainability, resiliency, and long-term affordability, improve physical and social infrastructure, promote sustainable mixed-use/mixed-income communities anchored by affordable housing in existing and emerging neighborhoods or that foster growth and development of the City's central and regional business districts, in the form of written reports, certified applications for zoning map or text amendments, website postings, and/or public presentations of recommended actions.	
Thriving Neighborhoods: Ensure all New Yorkers have access to safe, secure, and affordable housing						
Affordable housing units created or preserved (since 2014 launch of Housing New York)	300,000 by 2026	121,919 (CY 2018)	147,933 (CY 2019)	177,973 (CY 2020)	<i>Data Source:</i> Mayor's Management Report <i>Definition:</i> The total number of housing units (starts) created or preserved and counted towards Housing New York (HNY). Units are created or preserved through financed new construction or rehabilitation, regulatory agreements creating or extending affordability, and homebuyer and homeownership assistance. Housing New York counts units produced by Housing Preservation and Development, Housing Development Corporation, NYC Economic Development Corporation, New York City Housing Authority, Department of Homeless Services, City Planning and New York State Homes and Community Renewal.	
Residential evictions	Reduce	20,013 (CY 2018)	16,996 (CY 2019)	3,035 (CY 2020)	<i>Data Source:</i> New York City Office of Civil Justice <i>Definition:</i> Residential evictions conducted by New York City Marshals.	Since 2013, as the City substantially increased its commitment to anti-eviction and other tenant legal services, and as the rate of legal representation for tenants in eviction cases substantially increased, NYC has seen a 41% reduction in residential evictions by city marshals. This downward trend, coinciding with the City's continued implementation of right-to-counsel legal services and the enactment of the Housing Stability and Tenant Protection Act of 2019, continued through early 2020, until residential evictions by city marshals were completely halted in March of 2020 because of the COVID-19 emergency.

Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Share of low income renter households that are severely rent burdened	Decrease	49.9% (CY 2017)	N/A (N/A)	N/A (N/A)	<i>Data Source:</i> Housing Vacancy Survey <i>Definition:</i> Low income renters are renters who earn up to 50% of the Area Median Income as defined by the U.S. Department of Housing and Urban Development; Severely rent burdened households spend more than half of their income on housing.	The Housing Vacancy Survey is published every three years. As such, year over year updates are not available.

Healthy Lives: Guarantee high-quality, affordable, and accessible health care for all New Yorkers

New Yorkers that felt that they received the medical care that they have needed in the past 12 months	Increase	89.7% (CY 2017)	88.9% (CY 2018)	87.6% (CY 2019)	<i>Data Source:</i> Department of Health & Mental Hygiene, Community Health Survey <i>Definition:</i> Age-adjusted percentage of adults reporting that they received medical care they needed in the past 12 months.	The Trump administration's public charge rule led to a chilling effect among foreign-born New Yorkers, likely contributing to foreign-born residents not seeking medical care. That rule is no longer in effect and DOHMH continues its work with other city agencies and offices to provide information to New Yorkers about their right to access health care services. For example, the Support Not Fear campaign seeks to educate and assure communities, in particular those hardest hit by COVID-19, that health and social services, including COVID-19 testing and medical care, are available to them regardless of immigration status, ability to pay, or employment status.
New Yorkers with health insurance	Increase	88.2% (CY 2017)	88.4% (CY 2018)	87.3% (CY 2019)	<i>Data Source:</i> Department of Health & Mental Hygiene, Community Health Survey <i>Definition:</i> Age-adjusted percentage of adults reporting that they have any type of health insurance coverage, including private health insurance or government plans such as Medicare or Medicaid.	The insurance rate may have decreased due to the Trump administration's health policies. Health insurance rates rose after passage and implementation of the Patient Protection and Affordable Care Act (ACA) and started to decrease after Trump took office. DOHMH's division, through GetCoveredNYC, works with the Public Engagement Unit and other city agencies to promote insurance enrollment. DOHMH also directly enrolls New Yorkers into health insurance through its Office of Health Insurance Services.

Healthy Lives: Advance equity by addressing the health and mental health needs of all communities

Adult New Yorkers with raised blood pressure	Reduce by 30% by 2030	14.7% (CY 2010)	15.9% (CY 2018)	N/A (N/A)	<i>Data Source:</i> Department of Mental Health & Hygiene, Heart Follow Up Survey <i>Definition:</i> Percentage of New Yorkers who have raised blood pressure.	Raised blood pressure data has historically been captured through in-person measurements. While DOHMH anticipates to repeat an in-person study similar to the 2018 Heart Follow-Up Study in the future, this was not possible this past year due to COVID-19 constraints and priorities. DOHMH will continue to review options for measuring raised blood pressure in the future
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Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Adults with psychological distress who did not get treatment	Reduce by 5% by 2025	23% (CY 2015)	N/A (N/A)	23.8% (CY 2019)	<i>Data Source:</i> Department of Mental Health & Hygiene, Community Health Survey <i>Definition:</i> Age-adjusted percentage of adults with Serious Psychological Distress (a non-specific indicator of past 30-day mental health problems, such as depression or anxiety) who reported that they went without counseling or prescription medication at some point in the past 12 months. Data is among adults with suspected serious psychological distress who wanted counseling or prescription medication; can include people who did receive counseling or prescription medication at some point in the past 12 months.	While there was no significant change in this value (p-value = 0.862), there was a significant increase in the share of adults with suspected serious psychological distress who reported that they did receive counseling or prescription medication in the past 12 months, up from 45.9% in 2015 to 58.2% in 2019.
Citywide opioid overdose deaths	Reduce by 60% by 2030	17.6 per 100,000 (CY 2017)	17.0 per 100,000 (CY 2018)	17.5 per 100,000 (CY 2019)	<i>Data Source:</i> Department of Health & Mental Hygiene, Bureau of Vital Statistics <i>Definition:</i> Rate (per 100,000) of unintentional and accidental overdose deaths involving opioids among decedents age 15 to 84 in New York City.	2017 and 2018 data were revised to reflect updated data. From 2018 to 2019, the rate of opioid overdose deaths remained stable in New York City (17.0 to 17.5 per 100,000 residents, respectively). However, overdose deaths remain at epidemic levels in New York City, as fentanyl continued to be the most common substance involved in overdose deaths for the third consecutive year. The City launched HealingNYC in 2017 and has since distributed nearly 400,000 naloxone kits citywide; launched Relay, DOHMH's nonfatal overdose response system at 13 emergency departments; expanded funding for 14 Syringe Service Programs to make harm reduction services more accessible; trained over 2,000 providers to prescribe buprenorphine to expand access to medication for opioid use disorder treatment; and launched several media campaigns.
Inequity in infant mortality between babies born to black and white women	Reduce by 8% by 2023	3.1 (CY 2016)	3.3 (CY 2017)	3.4 (CY 2018)	<i>Data Source:</i> Department of Mental Health & Hygiene, Bureau of Vital Statistics <i>Definition:</i> Black infant mortality rate (rate of deaths under 1 year of age per 1,000 live births) divided by white infant mortality rate.	There was a decrease in births to Black non-Hispanic mothers (~850 births between 2017 and 2018) and, although number of infants deaths also decreased, the IMR actually increased for this group. This is compared to very little decrease in deaths of infants born to white non-Hispanic mothers, and a smaller decrease in births (~20 births during the same time period, so the IMR for babies born to white non-Hispanic mothers stayed about the same. This will make the IMR disparity look wider.
Infant mortality rate	Reduce by 4% by 2025	4.1 per 1,000 (CY 2016)	4.3 per 1,000 (CY 2017)	3.9 per 1,000 (CY 2018)	<i>Data Source:</i> Department of Mental Health & Hygiene, Bureau of Vital Statistics <i>Definition:</i> Rate of deaths under one year of age per 1,000 live births.	2016 and 2018 data were revised to reflect updated data.

Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Premature mortality rate	Reduce by 25% by 2040	189.4 deaths per 100,000 (CY 2016)	184.9 deaths per 100,000 (CY 2017)	187.1 deaths per 100,000 (CY 2018)	<i>Data Source:</i> Department of Mental Health and Hygiene, Bureau of Vital Statistics <i>Definition:</i> Age-adjusted premature death rate.	The increase was due to a lowered estimate of the city population. The Census changed their methodology and provided updated estimates for 2018 citywide population that were lower than the previous year.
Preventable severe maternal morbidity rate	Reduce by 50% by 2030	277.8 per 10,000 (CY 2014)	257.3 per 10,000 (CY 2016)	283.7 per 10,000 (CY 2017)	<i>Data Source:</i> Department of Mental Health & Hygiene, Bureau of Vital Statistics <i>Definition:</i> Severe maternal morbidity (SMM) - life-threatening complications during pregnancy or childbirth - is identified during delivery hospitalizations based on the U.S. Center for Disease Control definitions, which include 25 indicators of SMM representing either serious complications of pregnancy or delivery (e.g., eclampsia or acute renal failure) or procedures used to manage these serious conditions (e.g., blood transfusion).	Year-to-year trends should be interpreted with caution due to the transition from ICD-9 to ICD-10 coding for medical records that occurred mid-year 2015. Adjustment to the new coding system may account for an apparent dip in SMM rates in 2016 and their subsequent increase in 2017.

Healthy Lives: Make healthy lifestyles easier in all neighborhoods

Adult New Yorkers who exercised in the past 30 days	80% by 2035	74.5% (CY 2017)	72.5% (CY 2018)	75.1% (CY 2019)	<i>Data Source:</i> Department of Mental Health & Hygiene, Community Health Survey <i>Definition:</i> Age-adjusted percentage of adults reporting participating in any physical activities or exercises, such as running, calisthenics, golf, gardening, or walking for exercise, in the past 30 days.	No significant difference from 2019 report values (p-value = 0.524)
New Yorkers eating the recommended number of servings of fruits and vegetables	Increase by 25% by 2035	13.3% (CY 2017)	12.4% (CY 2018)	14.4% (CY 2019)	<i>Data Source:</i> Department of Mental Health & Hygiene, Community Health Survey <i>Definition:</i> Age-adjusted percentage of adults reporting eating five or more servings of fruit and/or vegetables in the day prior to being surveyed.	No significant difference from 2019 report values (p-value = 0.150)
New Yorkers in high school who get the recommended level of physical activity	30% by 2035	20.8% (CY 2017)	N/A (N/A)	14.5% (CY 2019)	<i>Data Source:</i> Department of Health & Mental Hygiene, Youth Risk Behavior Survey <i>Definition:</i> Percentage of New York City high school students who report being physically active for a total of at least 60 minutes per day for the past seven days.	Significant difference from 2019 report values (p-value <0.001)

Healthy Lives: Design a physical environment that creates the conditions for health and well-being

Citywide nitrogen dioxide (NO2) levels	Reduce 25% by 2030 (relative to 2018)	17.8 parts per billion (CY 2017)	17.0 parts per billion (CY 2018)	15.6 parts per billion (CY 2019)	<i>Data Source:</i> Department of Health & Mental Hygiene, Community Air Survey <i>Definition:</i> Annual average levels of nitrogen dioxide (NO2) in the air, measured in parts per billion.	
Citywide three-year average fine particulate matter (PM2.5) levels from internal and external sources	Reduce	7.85 µg/m3 (CY 2017)	7.28 µg/m3 (CY 2018)	7 µg/m3 (CY 2019)	<i>Data Source:</i> Department of Mental Health & Mental Hygiene, Community Air Survey <i>Definition:</i> Micrograms of fine particulate matter (PM2.5) per cubic meter of air citywide, averaged over three years.	

Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Combined sewer overflow capture rate	Increase	79.0% (CY 2017)	86.0% (CY 2018)	87% (FY 2019)	<i>Data Source:</i> Department of Environmental Protection, 14 Wastewater Resource Recovery Facilities' State Pollutant Discharge Elimination System (SPDES) Permits Annual Report <i>Definition:</i> Combined sewer volume captured at New York City wastewater treatment plants as a share of the total run-off and sanitary sewage entering the combined-sewer system during wet-weather periods.	
Disparity in black carbon across city neighborhoods	Reduce 25% by 2030 (relative to CY 2017)	3.0 (CY 2017)	3.5 (CY 2018)	N/A (N/A)	<i>Data Source:</i> Department of Health & Mental Hygiene, Community Air Survey <i>Definition:</i> The ratio of black carbon levels in the New York City community districts with the highest annual average levels and the community districts with the lowest annual average levels as measured by the New York City Community Air Survey.	Due to the COVID-19 pandemic and related on-site mitigation regulations, laboratory procedures to measure black carbon were not able to be executed. DOHMH expects to update these data in the 2021 New York City Community Air Survey Report.
Street segments with recurring confirmed sewer backup in the last 12 months	<0.6	0.3% (FY 2018)	0.3% (FY 2019)	0.2% (FY 2020)	<i>Data Source:</i> Department of Environmental Protection, Bureau of Water and Sewer Operations <i>Definition:</i> The number of street segments in the city that had at least one confirmed sewer backup complaint during the last 12 months as a percent of the overall number of street segments in the City. A segment is the distance from one intersecting street to the next.	

Equity and Excellence in Education: Make New York City a leading national model for early childhood education

Children with access to 3-K	100%	~5,000 (CY 2018)	~20,000 (CY 2019)	23,500 (SY 2020-2021)	<i>Data Source:</i> Department of Education, Department of Early Childhood Education <i>Definition:</i> The number of free, full-day 3-K seats available to three year olds.	Mayor Bill de Blasio and Schools Chancellor Meisha Porter announced in March 2021 that in partnership with City Council, 3-K for All will expand to the remaining 16 community school districts in the 2021-2022 school year – bringing free, full-day, high-quality 3-K to up to 16,500 more three-year-olds across New York City. By this fall, the City will support approximately 40,000 3-K seats across all 32 community school districts.
Four-year olds enrolled in full-day pre-K	Increase	68,000 (CY 2018)	68,000 (CY 2019)	68,000 (SY 2019-2020)	<i>Data Source:</i> Mayor's Management Report <i>Definition:</i> The number of pre-kindergarten students on the October 31st audited register, not including charter school students, for a given school year.	
Literacy by second grade	100% by 2026	50.6% (CY 2018)	53.3% (CY 2019)	N/A (N/A)	<i>Data Source:</i> Department of Education, Office of Policy and Evaluation <i>Definition:</i> The percentage of third graders reaching proficiency on the New York State English Language Arts exam.	Indicator uses third grade proficiency as a proxy. This data was not available, as tests were not administered in 2020 due to the COVID-19 crisis.

Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Equity and Excellence in Education: Advance equity in K-12 opportunity and achievement						
College readiness	Increase to 75% by 2026	66.6% (CY 2018)	70.7% (CY 2019)	72.5% (SY 2019-2020)	<i>Data Source:</i> Department of Education, Office of Policy and Evaluation <i>Definition:</i> The percentage of students who, by the August after their fourth year in high school, have met City University of New York's (CUNY's) standards for college readiness in English and mathematics. Students can meet these standards by reaching certain scores on the Regents, SAT, ACT, or CUNY Assessments.	
New York City public school students who graduate on time	Increase to 84% by 2026	75.9% (CY 2018)	77.3% (CY 2019)	78.8% (SY 2019-2020)	<i>Data Source:</i> Department of Education, Office of Policy and Evaluation <i>Definition:</i> The percent of a graduating class of students, who entered the public school system in September of a given year and graduated within four years. The New York State calculation, instituted in 2005, includes Local and Regents Diplomas and all disabled students. It does not include students receiving General Education Development (GED) or Special Education Diplomas.	
Public school students who attain an Associate's degree or higher within six years	Increase	21,756 (CY 2017)	21,744 (CY 2018)	N/A (N/A)	<i>Data Source:</i> Department of Education, Office of Policy & Evaluation <i>Definition:</i> The number of students from NYC district schools who have attained an Associate's degree or Bachelor's degree within six years of high school graduation.	Updated data not available.
Racial and ethnic graduation rate gap	Reduce by 50% by 2026	15.6% (CY 2018)	14.1% (CY 2019)	12.1% (SY 2019-2020)	<i>Data Source:</i> Department of Education, Office of Safety & Youth Development <i>Definition:</i> The difference in four-year graduation rates between Asian and non-Hispanic white students and black and Hispanic students.	

Equity and Excellence in Education: Increase integration, diversity, and inclusion in New York City Schools

Average length of suspensions	Decrease	7.5 days (2017-2018 School Year)	5.8 days (2018-2019 School Year)	5.2 days (2019-2020 School Year)	<i>Data Source:</i> Department of Education, Office of Safety & Youth Development <i>Definition:</i> The average length in days of all principal and superintendent suspensions for all public schools.	2017-18 and 2018-19 values have been updated.
Districts with diversity plans	9	3 (CY 2018)	3 (CY 2019)	3 (SY 2019 - 2020)	<i>Data Source:</i> Department of Education, Office of Equity & Access <i>Definition:</i> The number of districts that have published plans to increase enrollment diversity within schools.	
Teachers who receive implicit bias training	All	10,000 (SY 2017 - 2018)	N/A (N/A)	~70,000 (SY 2019 - 2020)	<i>Data Source:</i> Department of Education, Office of Equity & Access <i>Definition:</i> The number of NYC DOE teachers who receive implicit bias training.	

Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Livable Climate: Achieve carbon neutrality and 100% clean electricity						
Curbside diversion rate	Increase	18.0% (FY 2018)	18.1% (FY 2019)	18.5% (FY 2020)	<i>Data Source:</i> Mayor's Mangement Report <i>Definition:</i> Percentage of the Department of Sanitation's residential waste stream (curbside and containerized metal, glass, plastic, organics, and mixed paper) that is recycled.	
Greenhouse gas emissions eliminated, reduced, or offset	100% by 2050	18.2% (CY 2017)	15.0% (CY 2019)	15.0% (CY 2019)	<i>Data Source:</i> Mayor's Office of Sustainability, Greenhouse Gas Inventory <i>Definition:</i> Greenhouse gas emissions are measured in metric tonnes of carbon dioxide equivalent (tCO2e). The term "carbon dioxide equivalent" or CO2e allows other greenhouse gas emissions to be expressed in terms of CO2 based on their relative global warming potential. These include seven main groups of greenhouse gases: carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulphur hexaflouride, and nitrogen trifluoride. Greenhouse gas emissions reductions are measured as compared to 2005 levels.	Due to the timing of last year's OneNYC Progress Report release, this most recently available data (from CY2019) was published in the previous report. Per Local Law 22 of 2008, the CY2020 greenhouse gas emissions inventory will be available in September 2021.
Share of electricity mix from clean sources	100% by 2040	27.0% (CY 2017)	39.6%* (CY 2019)	39.6%* (CY 2019)	<i>Data Source:</i> Mayor's Office of Sustainability, Greenhouse Gas Inventory <i>Definition:</i> Clean energy is defined across New York State as zero-carbon-emissions electricity, or electricity generated by sources that have de minimis net carbon emissions impact. This indicator reflects the share of electricity supplied to New York City that meets this definition.	Due to the timing of last year's OneNYC Progress Report release, this most recently available data (from CY2019) was published in the previous report. Per Local Law 22 of 2008, the CY2020 greenhouse gas emissions inventory will be available in September 2021. *In 2019, the City updated its methodology to improve its measurement of the carbon intensity of the power grid. The new approach more accurately reflects actual power flows into the city and fixes a data issue that overstated the generation of certain dirty in-city units. The improved methodology provides a more accurate assessment of the carbon intensity of the power grid over time, dating back to 2005.

Livable Climate: Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient

Customer Average Interruption Duration Index (CAIDI) in hours	Decrease	3.22 (CY 2017)	4.66 (CY 2018)	3.93 (CY 2019)	<i>Data Source:</i> Con Edison <i>Definition:</i> The average duration in hours of a customer outage throughout the year in the New York City portion of Con Edison's service territory.	CAIDI measures the average duration of a customer-experienced outage in hours. This metric applies to the New York City portion of the Con Edison service territory only and therefore does not include the Rockaways, which are served by the Long Island Power Authority. This metric is calculated and reported by ConEd, and is somewhat dependent on how many storms NYC has that year.
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Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Flood insurance policies in force	Increase	53,971 (January 2019)	52,570 (December 2019)	52,129 (December 2020)	<i>Data Source:</i> Federal Emergency Management Agency <i>Definition:</i> The total number of National Flood Insurance Program policies in force in New York City, including those for individual units and condominiums.	Reduction in the flood insurance policies in force are an expected outcome from economic impacts from COVID-19.
System Average Interruption Frequency Index (SAIFI) per 1,000 customers	Decrease	84.5 (CY 2017)	112.0 (CY 2018)	148.0 (CY 2019)	<i>Data Source:</i> Con Edison <i>Definition:</i> The average number of service interruptions per 1,000 customers throughout the year in the New York City portion of Con Edison's service territory.	SAIFI measures how often customers lose power, specifically the number of outages per 1,000 customers served. This metric applies to the New York City portion of the Con Edison service territory only and therefore does not include the Rockaways, which are served by the Long Island Power Authority. This metric is calculated and reported by ConEd, and is somewhat dependent on how many storms NYC has that year.

Livable Climate: Create economic opportunities for all New Yorkers through climate action

City pension fund investments in renewable energy, energy efficiency, and other climate change solutions	Increase to \$4 billion by 2021	\$2.0 Billion (FY 2018)	\$2.9 Billion (FY 2019)	\$6.0 Billion (April 2020)	<i>Data Source:</i> New York City Comptroller's Office <i>Definition:</i> The total value in investments in renewable energy, energy efficiency, and other climate change solutions across the City's five pension funds.	After surpassing the goal by more than \$2 billion in additional climate investments months ahead of schedule, the City committed in February 2021 to increase investments in climate solutions to \$50 billion by 2035 and move funds to net-zero greenhouse gas emissions by 2040.
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Livable Climate: Fight for climate accountability and justice

City pension fund investments in fossil fuel reserve owners	Eliminate by 2022	\$5.0 Billion (CY 2017)	\$5.0 Billion (CY 2018)	\$5.0 billion (CY 2021)	<i>Data Source:</i> New York City Comptroller's Office <i>Definition:</i> The total value of investments across the City's five pension funds in entities that own fossil fuel reserves.	TRS, NYCERS, and BERS announced in January 2021 decisions to divest a total of approximately \$4 billion from fossil fuel reserve owners by the end of 2022.
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Efficient Mobility: Modernize New York City's mass transit networks

Annual bus ridership	Increase	724 million (CY 2017)	691 million (CY 2018)	678 million (CY 2019)	<i>Data Source:</i> Metropolitan Transportation Authority <i>Definition:</i> Bus ridership includes all passengers on an MTA or New York City Transit bus who board using a valid MetroCard, cash, transfer, Select Bus Service ticket, or pass. Bus ridership does not include employees. Non-revenue passengers (e.g. Children under 44 inches tall travelling with an adult), and B42 riders boarding inside the paid zone of the Rockaway Park "L" subway station.	CY 2020 bus ridership values are expected to decline due to COVID-19.
Annual NYC Ferry riders	11 million by 2023	4.9 million (CY 2018)	6.4 million (CY 2019)	3.3 million (CY 2020)	<i>Data Source:</i> Economic Development Corporation <i>Definition:</i> The total number of passenger riders on the NYC Ferry as reported to the New York City Economic Development Corporation by Hornblower, Inc.	COVID-19 impacted ridership significantly, as with all public transit in NYC. NYC Ferry ridership bounced back faster than other modes, but was still approximately 60% of 2019 levels.

Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Average citywide bus speeds	Increase 25%	8.0 mph (April 2019)	7.9 mph (December 2019)	8.3 mph (December 2020)	<i>Data Source:</i> Department of Transportation, New York City Mobility Report <i>Definition:</i> The average speed at which buses citywide travel during weekdays, including all hours of the day.	Marked increases in bus speeds were observed during the PAUSE period of the pandemic, but speeds remain increased overall compared to 2019

Efficient Mobility: Ensure New York City's streets are safe and accessible

Share of New Yorkers that live within a quarter-mile of the bike network	90% by 2022	80.0% (CY 2016)	82.0% (CY 2017)	86% (CY 2020)	<i>Data Source:</i> Department of Transportation <i>Definition:</i> Percentage of New Yorkers living within a quarter-mile of a bicycle lane.	
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Traffic fatalities	0	202 (CY 2018)	221 (CY 2019)	245 (CY 2020)	<i>Data Source:</i> Vision Zero Annual Report <i>Definition:</i> The total number of pedestrian, motorist, bicyclist, and passenger deaths resulting from traffic crashes. Data reflects crash-related fatalities during the reporting period.	<p>Several problematic trends contributed to an increase in motorcyclist and motor vehicle occupant fatalities in 2020, including speeding, a trend reported nationwide. In addition:</p> <ul style="list-style-type: none"> - 75% of fatalities happened in places, or at times, when no speed camera was in operation (on highways, in the overnight hours: 10pm-6am, or on weekends). - 35% of non-highway fatalities happened within school zones with cameras, but at times when the cameras were not in operation (overnight: 10pm-6am, or weekends). - Nearly 65% of riders in motorcyclist-related fatalities were not properly licensed (either no license, suspension, or did not have a proper M-license). <p>Despite the many fiscal and operational challenges posed by the pandemic, DOT continued to crack down on reckless drivers. In 2020, DOT installed more speed cameras than in the first six years of the program combined, with now over 1,200 speed cameras active across 750 school speed zones citywide. DOT also reduced the speed limits on nine of the city's most crash-prone corridors.</p> <p>A notable positive within the 2020 statistics: For the first time since record-keeping began in 1910, fewer than 100 pedestrians died in one year.</p>
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Efficient Mobility: Reduce congestion and emissions

Greenhouse gas emissions from the transportation sector	Reduce 70% by 2050	6.0% reduction from 2005 baseline (CY 2017)	5.4% reduction from 2005 baseline (CY 2019)	5.4% reduction from 2005 baseline (CY 2019)	<i>Data Source:</i> Mayor's Office of Sustainability, Greenhouse Gas Inventory <i>Definition:</i> The Citywide Greenhouse Gas (GHG) inventory for transportation consists of all direct and indirect GHG emissions from on-road transportation, railways, marine navigation, and aviation within city limits.	Due to the timing of last year's OneNYC Progress Report release, this most recently available data (from CY2019) was published in the previous report. Per Local Law 22 of 2008, the CY2020 greenhouse gas emissions inventory will be available in September 2021.
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Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Share of NYC trips by sustainable modes (walking, biking, and mass transit)	80% by 2050	67.0% (CY 2017)	67.0% (CY 2018)	67% (CY 2019)	<i>Data Source:</i> U.S. Census Bureau, American Community Survey One-Year Estimates <i>Definition:</i> The estimated share of New York City residents who used a sustainable mode of transportation (public transportation, bicycle, or on foot) to get to work.	CY 2017 value has been updated to use the ACS 1-Year estimate instead of the 5-Year estimate for continuity.
Vehicle registrations in New York City	Decrease	1,923,041 (CY 2017)	1,912,468 (CY 2018)	1,922,313 (CY 2020)	<i>Data Source:</i> New York State Department of Vehicles <i>Definition:</i> Total number of vehicles registered with New York State in New York City's five boroughs.	This indicator tracks the number of Standard Series vehicle registrations in force at the end of the calendar year. Calendar year 2017 and 2018 values have been updated because they previously included registrations other than Standard Series (e.g., commercial, bus, etc).

Efficient Mobility: Strengthen connections to the region and the world

Share of cargo volume by rail	7% by 2040	2.0% (CY 2018)	2.0% (CY 2019)	N/A (N/A)	<i>Data Source:</i> Economic Development Corporation <i>Definition:</i> The share of freight tonnage transported via rail.	City and regional transportation flows are measured by the regional metropolitan planning organization, the New York Metropolitan Transportation Council. It is anticipated that they will publish the latest data later in the year with the 2021 regional transportation plan. However, trucking reliance has increased since the onset of COVID-19 due to increased e-commerce and direct delivery. As the construction and aggregate industry recovers, we are optimistic that rail volumes will pick up in the next few years.
Share of cargo volume by water	11% by 2040	8.0% (CY 2018)	8.0% (CY 2019)	N/A (N/A)	<i>Data Source:</i> Economic Development Corporation <i>Definition:</i> The share of freight tonnage transported via waterway.	City and regional transportation flows are measured by the regional metropolitan planning organization, the New York Metropolitan Transportation Council. It is anticipated that they will publish the latest data later in the year with the 2021 regional transportation plan. Increased reliance on trucking due to COVID-19 has posed some market difficulties for developing localized maritime services. However, major transportation companies are expected to deploy urban maritime services as the economy recovers and traffic congestion returns.

Modern Infrastructure: Make forward-thinking investments in core physical infrastructure and hazard mitigation

Electric vehicle share of new motor vehicle sales	20% by 2025	1.4% (CY 2018)	1.4% (CY 2019)	1.6% (CY 2020)	<i>Data Source:</i> New York State Energy Research and Development Authority (NYSERDA) <i>Definition:</i> Electric vehicle sales as a share of total vehicle sales in New York City. Vehicles include light duty vehicles such as sedans, vans, and light pickup trucks.	
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Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
Share of electricity mix from clean sources	100% by 2040	27.0% (CY 2017)	39.6%* (CY 2019)	39.6%* (CY 2019)	<i>Data Source:</i> Mayor's Office of Sustainability, Greenhouse Gas Inventory <i>Definition:</i> Clean electricity is defined across new York State as zero-carbon-emissions electricity, or electricity generated by sources that have de minimis net carbon emissions impact. This indicator reflects the percentage of the electricity supplied to New York City that meets this definition.	Due to the timing of last year's OneNYC Progress Report release, this most recently available data (from CY2019) was published in the previous report. Per Local Law 22 of 2008, the CY2020 greenhouse gas emissions inventory will be available in September 2021. *In 2019, the City updated its methodology to improve its measurement of the carbon intensity of the power grid. The new approach more accurately reflects actual power flows into the city and fixes a data issue that overstated the generation of certain dirty in-city units. The improved methodology provides a more accurate assessment of the carbon intensity of the power grid over time, dating back to 2005.

Modern Infrastructure: Improve digital infrastructure to meet the needs of the 21st century

Cybersecurity jobs	10,000 by 2030	N/A (N/A)	N/A (N/A)	2,549 (FY 2020)	<i>Data Source:</i> Economic Development Corporation <i>Definition:</i> The total number of cybersecurity jobs created as part of New York City's Cyber NYC program.	
Neighborhoods with a commercial corridor served by free public Wi-Fi	Increase	42% (April 2019)	42% (September 2019)	42% (February 2020)	<i>Data Source:</i> Department of Information Technology & Communication, NYC Wi-Fi Hotspot Location data <i>Definition:</i> The percentage of Neighborhood Tabulation Areas where one or more free public Wi-Fi access points are available within a commercial corridor within that Neighborhood.	
Neighborhoods with a zone that has three or more options for commercial fiber optic service	Increase	72% (CY 2017)	89% (CY 2019)	96% (CY 2020)	<i>Data Source:</i> Federal Communications Commission, Form 477 <i>Definition:</i> The percentage of Neighborhood Tabulation Areas having three or more Internet Service Providers that each offer fiber optic service to at least one business end user in a census block within that Neighborhood.	
New York City households with a residential broadband subscription	Increase	71% (CY 2017)	71% (CY 2018)	71% (CY 2019)	<i>Data Source:</i> U.S. Census Bureau, American Community Survey, 1-year Public Use Microdata Sample <i>Definition:</i> The percentage of New York City households who report having a residential broadband subscription as estimated in the U.S. Census American Community Survey.	

Indicator Name	Target	2019 Report Values	2020 Report Values	2021 Report Values	Source and Definition	Notes
New York City households with three or more residential broadband provider options	Increase	26% (CY 2017)	26% (CY 2018)	26% (CY 2019)	<i>Data Source:</i> Federal Communications Commission, Form 477 <i>Definition:</i> The percentage of New York City households having three or more internet Service Providers that offer residential broadband speed service to at least one end user within the household's census block group. The Federal Communications Commission's standard for 'broadband' internet service is a download speed of at least 25 megabits per second (Mbps) and an upload speed of at least 3 Mbps.	2017 and 2018 values have been updated.
NYC Secure App downloads	300,000 by 2021	57,000 (As of April 2019)	99,500 (As of March 2020)	180,000 (As of April 2021)	<i>Data Source:</i> NYC Cyber Command <i>Definition:</i> The total number of downloads of the NYC Secure App.	
Use of New York City public computer centers	Increase	N/A (N/A)	N/A (N/A)	N/A (N/A)	<i>Data Source:</i> <i>Definition:</i>	NYC public computer centers closed in 2020 in response to the COVID-19 crisis, moving to offer patrons support and services virtually, wherever possible.

Modern Infrastructure: Implement best practices for asset maintenance and capital project delivery

Bridge projects (structural work) substantially completed on schedule	100%	100% (FY 2018)	100% (FY 2019)	100% (FY 2020)	<i>Data Source:</i> Mayor's Management Report <i>Definition:</i> The percent of bridge (re)construction/rehabilitation projects completed on or before the scheduled completion date, not including non-structural or minor work.	
Total Department of Design and Construction construction projects completed early/on time	Increase	88.0% (FY 2018)	87.0% (FY 2019)	89% (FY 2020)	<i>Data Source:</i> Mayor's Management Report <i>Definition:</i> The percentage of all construction projects completed ahead of schedule or no more than 30 days behind the baseline schedule, exclusive of programmatic scope changes and any holds placed on the project by the sponsor agency. Additions/adjustments to the design that was agreed on prior to construction start and funding issues caused by such adjustments constitute a programmatic scope change. On larger infrastructure projects (roadway/sewer/water main), delays caused by significant utility interference that are completely out of the agency's control constitute a programmatic scope change.	

ACRONYM	NYC AGENCY
BIC	Business Integrity Commission
BPL	Brooklyn Public Library
CCHR	NYC Commission on Human Rights
CEC	Civic Engagement Commission
Census	Mayor's Office of NYC Census 2020
CGE	Commission on Gender Equity
CPP	Mayor's Office of Climate Policy and Programs (now the Mayor's Office of Climate and Sustainability)
CTO	Mayor's Office of the Chief Technology Officer
Cyber	NYC Cyber Command
DCA	Department of Consumer Affairs
DCAS	Department of Citywide Administrative Services
DCLA	Department of Cultural Affairs
DCP	Department of City Planning
DDC	Department of Design and Construction
DemocracyNYC	DemocracyNYC
DEP	Department of Environmental Protection
DFTA	Department for the Aging
DMOPS	Deputy Mayor of Operations
DOE	Department of Education
DOF	Department of Finance
DOHMH	Department of Health and Mental Hygiene
DOITT	Department of Information Technology and Telecommunications
DOT	Department of Transportation

ACRONYM	NYC AGENCY
DPR	Department of Parks & Recreation
DSNY	Department of Sanitation
DSS	Department of Social Services
DYCD	Department of Youth and Community Development
EDC	Economic Development Corporation
H+H	NYC Health and Hospitals
HPD	Housing Preservation and Development
HRA	Human Resources Administration
IGA	Mayor's Office Intergovernmental Affairs
Int'l Affairs	Mayor's Office of International Affairs
LAW	Law Department
LPC	Landmark Preservation Commission
MOCJ	Mayor's Office of Criminal Justice
MOCS	Mayor's Office of Contracts Services
MOFP	Mayor's Office of Food Policy
MOIA	Mayor's Office of Immigrant Affairs
MOPT	Mayor's Office to Protect Tenants
MOR	Mayor's Office of Resiliency
MOS	Mayor's Office of Sustainability (now the Mayor's Office of Climate and Sustainability)
MWBE	Mayor's Office of Minority Women-Owned Business Enterprises
NYC Opportunity	Mayor's Office of Economic Opportunity
NYC Service	Mayor's Office of NYC Service
NYCEM	NYC Emergency Management

ACRONYM**NYC AGENCY**

NYCHA	NYC Housing Authority
NYPD	NYC Police Department
NYPL	NY Public Library
OER	Office of Environmental Remediation
OLR	Office of Labor Relations
OMB	Office of Management and Budget
OPS	Mayor's Office of Operations
QPL	Queens Public Library
SBS	Small Business Services
SCA	School Construction Authority
ThriveNYC	Mayor's Office of ThriveNYC
TLC	Taxi and Limousine Commission
WKDEV	Workforce Development



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MAYOR BILL DE BLASIO**

DEAN FULEIHAN
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BEN FURNAS
DIRECTOR OF CLIMATE & SUSTAINABILITY

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