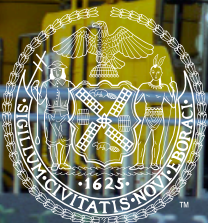


PROGRESS REPORT

OneNYC 2017



The City of New York
Mayor Bill de Blasio

Anthony Shorris
First Deputy Mayor



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Letter from the Mayor

Friends,

In 2015, I went to the South Bronx to release *One New York: The Plan for a Strong and Just City*, our roadmap for inclusive and sustainable growth. OneNYC lays out in detail what we need to do to strengthen our city, prepare our people for a 21st century economy, make our government more responsive, and help our communities withstand the existential threat of climate change. In the face of a White House with regressive policies on climate change, sustainability and equity, this vision is more important than ever.

A lot has changed since 2015, but we have continued to hold ourselves accountable to the vision we set out in OneNYC. So how are we doing? We are growing: Our city continues to create quality jobs and economic opportunity. Crime continues to drop and the streets are the safest of any big city in the United States. We are more equitable: New Yorkers have higher wages, more affordable housing, and better access to healthcare. We are more sustainable: Our air is cleaner, our streets are greener, and we are sending less waste to landfills. We are more resilient: Our neighborhoods are better equipped to withstand storms and flooding as we are investing to prepare for climate change.

But we have more work to do.

We remain committed to building a stronger and more just city. Over the next several years, we will build on our successes and expand the initiatives necessary to ensure our society and economy work so that every resident can thrive.

Now more than ever, the rest of the nation and the rest of the world are looking to New York City to continue to show how to overcome the economic and environmental challenges of the 21st century.



Mayor Bill de Blasio



I believe fundamentally you can't have environmental sustainability without economic sustainability. Nor can you have economic sustainability without environmental sustainability. One alone doesn't build a strong future.

Mayor Bill de Blasio
April 2015



Executive Summary

New York City today is thriving. Jobs are up. Crime is down. The air and surrounding waterways are cleaner than they've been in decades. And we are continuing to make each of our neighborhoods safer, more affordable, and more environmentally just.

That doesn't happen by accident. It takes leadership and requires the active participation of 8.5 million New Yorkers who make this city their home.



One New York: The Plan for a Strong and Just City (OneNYC)

HISTORY

In April 2015, New York City took stock of its most significant challenges—population growth, aging infrastructure, increasing inequality, and climate change—and released a ground-breaking blueprint for tackling these challenges head on. That blueprint, *One New York: The Plan for a Strong and Just City* (OneNYC), is the City's strategic plan for inclusive growth and climate action and was the first resilience strategy released by any city in partnership with 100 Resilient Cities, pioneered by the Rockefeller Foundation. OneNYC also set a global tone for the pursuit of sustainable development that has influenced the work of other cities. Our plan is organized around four primary visions:

- 1 **Growth.** New York City will continue to be the world's most dynamic urban economy where families, businesses, and neighborhoods thrive.
- 2 **Equity.** New York City will have an inclusive, equitable economy that offers well-paying jobs and opportunity for all to live with dignity and security.
- 3 **Sustainability.** New York City will be the most sustainable big city in the world and a global leader in the fight against climate change.
- 4 **Resiliency.** New York City's neighborhoods, economy, and public services will be ready to withstand and emerge stronger from the impacts of climate change and other 21st century threats.

NEW CHALLENGES

Today, two years after the release of OneNYC, we again find ourselves challenged by forces that could take us backward. The federal government is currently led by interests who seek to undo the significant strides we've made to build a more inclusive city and sustainable planet. Our response to this is clear. Whether by acting to reduce greenhouse gas emissions and build our resiliency against the impacts of climate change, by tackling the root causes of economic inequality, by ensuring that our refugee and immigrant communities thrive or by fighting for inclusive healthcare access, we must continue to stand together to resist these assaults on New York City's spirit and our core values. We simply have no choice.



PROGRESS HIGHLIGHTS

In spite of these challenges, New York City has made great strides since 2015, as evident by the last 12 months of progress and New York City's continued leadership as a global city.

In the following pages, this comprehensive look at the City's progress across the entire OneNYC program will demonstrate that we are a city that delivers on our commitments. We are making New York City a more affordable city and one in which all New Yorkers share in our success. Simply put, progressive government works.

Today, **we are growing**, **we are more equitable**, **we are more sustainable**, and **we are more resilient** than ever before. And we remain firmly committed to the hard work necessary to achieve our OneNYC visions.

VISION 1

Our Growing, Thriving City

- ✓ We have seen **record job and wage growth**, with gains in all five boroughs
- ✓ Affordable housing in 2016 hit a 25-year high, with **over 62,500 homes financed** since 2014
- ✓ The first **new NYC Ferry route to Rockaway will launch on May 1st**, a full month ahead of schedule. Routes to Astoria and South Brooklyn will launch this summer

VISION 3

Our Sustainable City

- ✓ Annual greenhouse **gas emissions are down 14%**
- ✓ The city now has **over 100 megawatts of renewable solar energy** installed
- ✓ The City is **approaching 1,000 electric vehicles** in use by its agencies
- ✓ **Over 1 million New Yorkers are served by organics collection**

VISION 2

Our Just and Equitable City

- ✓ **Pre-K for All is now serving 69,510 children** in its third year
- ✓ In 2016 Vision Zero helped achieve the **fewest traffic fatalities ever recorded**, improving on the record set in 2015
- ✓ The rising minimum wage, passed after OneNYC was published and at \$11 in 2017, is **lifting an estimated 281,000 New Yorkers out of poverty or near poverty**, toward the City's 800,000 goal
- ✓ The City's **jail population has fallen to the lowest in decades** alongside record low crime rates

VISION 4

Our Resilient City

- ✓ The city secured a ground-breaking **commitment to redraw our flood maps** to better account for current and future flood risk, **saving New Yorkers millions of dollars and better preparing our coastal communities for the future**
- ✓ And major project milestones continue to be met across the City's over \$20 billion resiliency program, including **completion of the Sea Gate t-groins** and **groundbreakings for resiliency investments at several NYCHA campuses**

Opportunities for New Yorkers in the Green Economy

SANDY RECOVERY WORKFORCE1

SUCCESS OF BUILD IT BACK CONSTRUCTION TRAINING

Before Build It Back, Linda worked on lots of different jobs, but none that were rewarding, or paid all that much. When she heard about the opportunities available through the construction training courses offered by Sandy Recovery Workforce1, Linda took the opportunity. Linda enrolled with Nontraditional Employment for Women (NEW). After her pre-apprenticeship training at NEW, Linda was placed as an apprentice with Laborers Local 79.

Today, Linda is one of 190 successful graduates of the Sandy Recovery Workforce1 Construction Training Classes.

Linda makes more than she ever did, gets a raise every thousand hours of apprenticeship until she reaches journey level, and on top of that wage she gets benefits and an annuity. As the mother of four that means a lot. Her four kids are proud of the work their mom is doing.

"I love doing the work ... we all work together, it's pretty awesome," says Linda. "I would definitely recommend anyone who's interested in this training to do it."

Linda, a resident of Staten Island, worked elevating and repairing Build It Back homes on the East Shore of Staten Island through the summer, fall, and winter of 2016. Today, Linda is working on the Hudson Yards development.

Linda has provided a positive example for her kids. Her eldest son, Michael, was inspired to follow in his mom's footsteps. He received training through NYCHA's Section 3 program and now works on Build It Back projects in the Rockaways.



Linda Ramirez Gonzalez, Staten Island
Nontraditional Employment for Women Graduate Laborer, Mason Tenders District Council of Greater New York and Long Island, Construction & General Building Laborers' Local 79

In total, 1,400 Sandy-impacted New Yorkers have received jobs through Build It Back and Sandy Recovery Workforce1.

Build It Back has hired 950 Sandy impacted residents across the program at an average wage of \$30 per hour. Twenty-two percent of all tradespeople hired by the program are Sandy-impacted residents.

Sandy Recovery Workforce1 has placed 450 people with employment, and among these individuals 135 people were placed with unions through a pre-apprenticeship program.

NYC GREEN JOBS CORPS

New York City continues to be a leader in reducing the greenhouse gas emissions that contribute to catastrophic climate change and is the largest city on the globe to have committed to an 80 percent reduction in emissions by 2050. Achieving this goal requires significant investments across the city's energy supply, buildings, transportation, and solid waste sectors. At the same time, we are committed to providing New York City residents with greater economic opportunities and pathways to good-paying jobs.

At the 2017 State of the City address, Mayor de Blasio announced the NYC Green Jobs Corps, a partnership with industry and labor to train 3,000 New Yorkers with the skills needed to participate in the emerging clean energy economy over the next 3 years. This new program builds upon the successful efforts after Hurricane Sandy to connect New Yorkers to pre-apprentice training programs leading to apprentice programs, creating a pathway well-paid middle-class careers in the construction industry, and other related training programs.

NYC °COOLROOFS

NYC °CoolRoofs is a partnership with the Department of Small Business Services (SBS), the Mayor's Office of Sustainability, the Mayor's Office of Recovery and Resiliency, and Sustainable South Bronx connects New Yorkers with training and work experience installing energy-saving reflective rooftops. By developing professional skills and receiving industry-relevant certifications, participants complete the program prepared for entry-level jobs in the construction industry. Seventy New Yorkers will participate this summer.

Since its launch in 2009, the program has coated over 6.7 million square feet of rooftops across the city, resulting reductions to energy consumption and mitigating the city's urban heat island effect. The City aims to coat one million square feet of rooftops annually to support the City's 80x50 goals.



DEP GREEN INFRASTRUCTURE MAINTENANCE TRAINING

Thomas Arrington recently joined DEP as part of the agency's green infrastructure maintenance unit. Thomas is currently studying environmental science at Queens Community College and has a clear passion for the natural environment. Thomas is also very active in his community and is a member of the Friends of Idlewild Park in Queens.

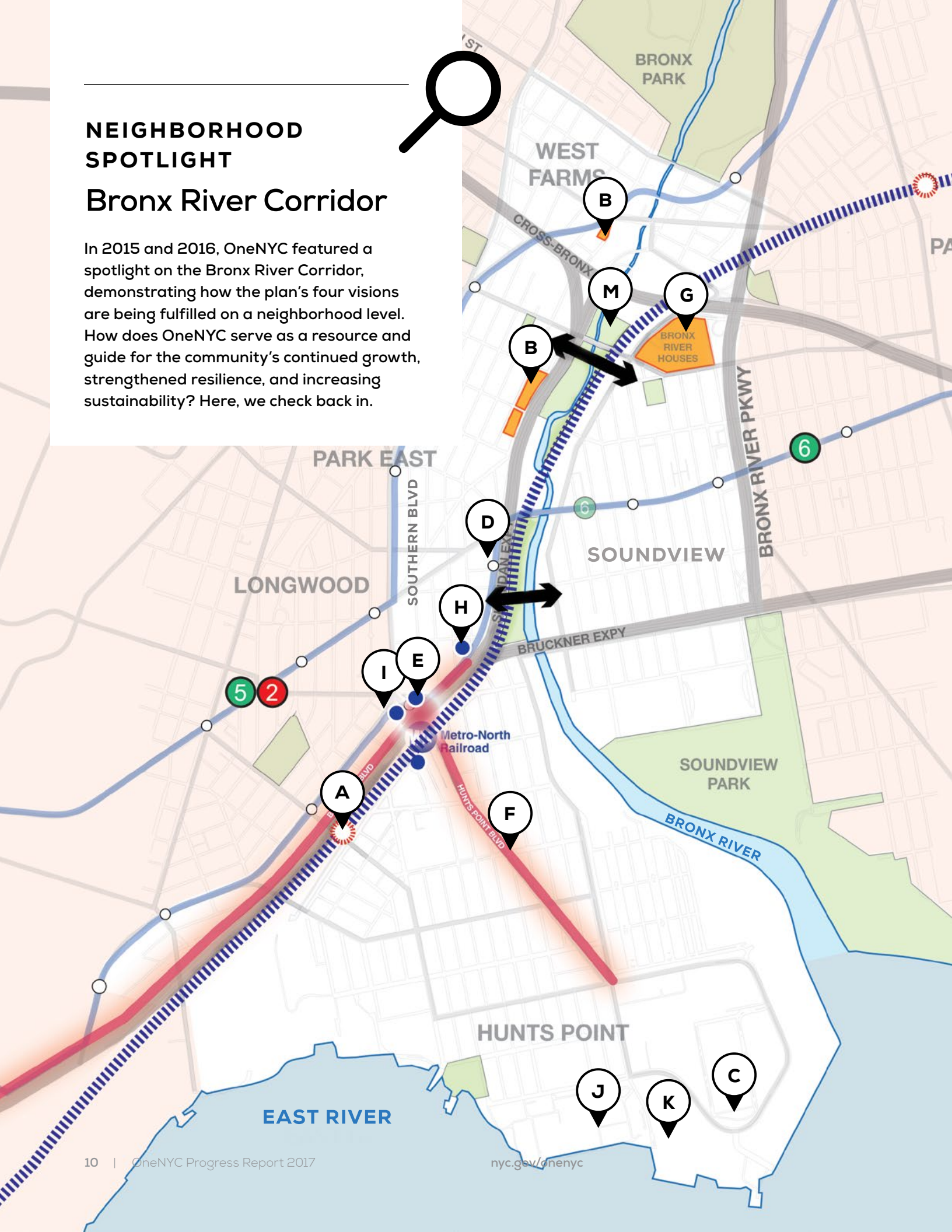
"Previously, I've worked in landscaping and for the Parks Department and I hope this job at DEP will lead to a career in forestry in New York City's public sector."

DEP's green jobs will help to maintain the City's investment in green infrastructure and provide workers with basic skills in horticulture and green infrastructure maintenance. DEP will also provide opportunities for seasonal employees to become permanent staff, allowing for further professional advancement within the agency. DEP continues to hire additional employees for green jobs as it constructs new green infrastructure assets across the City.

NEIGHBORHOOD SPOTLIGHT

Bronx River Corridor

In 2015 and 2016, OneNYC featured a spotlight on the Bronx River Corridor, demonstrating how the plan's four visions are being fulfilled on a neighborhood level. How does OneNYC serve as a resource and guide for the community's continued growth, strengthened resilience, and increasing sustainability? Here, we check back in.



PROGRESS

A • Metro-North Penn Station Access

The approved MTA 2015-2019 Capital Plan provides \$695 million for the Penn Station Access project, including four new stations in the Bronx for residents to have a much faster and direct commute option into Manhattan. The MTA plans to begin designing the project in 2017.

B • New Affordable Housing

The ULURP to rezone and redevelop Lambert Houses to create approximately 1,665 units of affordable housing was approved in November 2016. The project includes approximately 731 apartments with project-based Section 8 vouchers, which make them affordable to households earning up to 30% of the area median income, equal to \$19,000 for an individual or \$24,500 for a family of three. The remaining units will be affordable to households earning 60% to 80% of the area median income. Additionally, two other affordable housing projects in West Farms are currently in construction.

C • Hunts Point Food Distribution Center

The City is advancing development of 150,000 sf of new space for Meat Market companies as the first phase of a long-term redevelopment effort. EDC has engaged Construction Managers for the expansion of Building G and remediation of adjacent site to enable new development at the Meat Market. EDC is also renovating 25,000 sf of underutilized space at the Fish Market. Finally, EDC is progressing redevelopment planning for the Produce Market and modernizing rail and other infrastructure.

D • Sheridan Expressway Redevelopment

The State of New York recently announced a \$1.8 billion plan to transform the Sheridan Expressway into an urban boulevard with pedestrian crossings and medians, improving access for local residents to Starlight Park and the Bronx River waterfront. The plan will also create a new ramp from the Bruckner Expressway to Hunts Point, improving access to the Hunts Point Market and reducing truck traffic on local streets. The City will continue to work with both community and elected stakeholders to ensure that any final design achieves the goals laid out in the City's Sheridan Expressway-Hunts Point Land Use and Transportation Study.

E • Hunts Point Down to Earth Farmers Market and The Point/Corbin Hill Farm Share

In the summer of 2016, the Mayor's Building Healthy Communities initiative helped Urban Health Plan start a new fresh food box with GrowNYC that offers residents a low-cost weekly farm share. The food box is now year-round, operating out of The Point during the winter season and accepting public benefits. More than 6,000 lbs of fresh produce has been distributed through this new program. Harvest Home continues to operate a successful farmer's market in Hunts Point.

F • Vision Zero Priority Corridors and Intersection

In 2016, DOT installed a two-way protected bike lane on Bruckner Boulevard from Hunts Point Avenue to Longwood Avenue to improve safety and mobility for cyclists in Hunts Point. In 2017, DOT will install intersection safety improvements at Bruckner Blvd and E 138th St and protected bike lanes from this intersection to Randall's Island.

G • Bronx River Houses

The City implemented a recycling program in May 2015 for three NYCHA developments in the Bronx River Corridor, serving 3,493 residents in 14 buildings. NYCHA has taken the lessons learned from this development and now has recycling available at all 326 developments, impacting over 400,000 residents.

H • Lyons Square Playground

As part of NYC Parks' Community Parks Initiative, renovations are now underway at Lyons Square Playground in Hunts Point. The design, which was informed by local residents, includes enhanced play equipment, basketball courts, adult fitness equipment, seating, and a new restroom. The renovated playground is expected to open later this year.

I • NYC Voluntary Cleanup Program Site

The revitalization of a former gas station into a new commercial development has been completed. In 2016, a new retail business and restaurant opened and new occupancy continues in the remaining space. By summer 2017, three additional businesses including a bank and several restaurants will be opened. The new businesses will create a total of 140 new permanent jobs on this remediated and revitalized property.

J • Hunts Point Wastewater Treatment Plant

The Department of Environmental Protection will conduct geotechnical investigations in the summer of 2017 to advance design for new sludge digesters at the Hunts Point Wastewater Treatment Plant. These digesters will replace existing infrastructure and provide more efficient and reliable facilities to process and use the methane gas produced to offset some of the plant's energy needs.

K • Hunts Point Resiliency

The two feasibility studies for resilient energy and flood risk reduction are underway. The project will complete conceptual design and environmental review of a resilient energy pilot project by the end of 2017. The Hunts Point Resiliency Project will result in an energy resiliency pilot project that will provide reliable power to local vulnerable critical facilities.

L • Harding Park Resilient Neighborhoods Study

In Harding Park, the Department of City Planning continues to work with the community to address barriers to resiliency through a future citywide zoning text amendment.

M • Bronx River Shoreline at Starlight Park

DPR has awarded the construction contract for the Bronx River Shoreline Restoration at Starlight Park and the construction will start in Spring 2017.



C



F



G



H



J

L

VISION 1

Our Growing, Thriving City



PROGRESS 2017

As New York City continues to experience population growth and increased economic activity, the City remains committed to its work addressing income inequality, job mobility, housing affordability, and infrastructure improvements.

These initiatives ensure that New York City will continue to be the most dynamic urban economy, where families, businesses, and neighborhoods thrive.

VISION 1

Our Growing, Thriving City

GOAL: Industry Expansion & Cultivation

GOAL: Workforce Development

GOAL: Housing







GOAL: Thriving Neighborhoods

GOAL: Culture

GOAL: Transportation

GOAL: Infrastructure Planning & Management

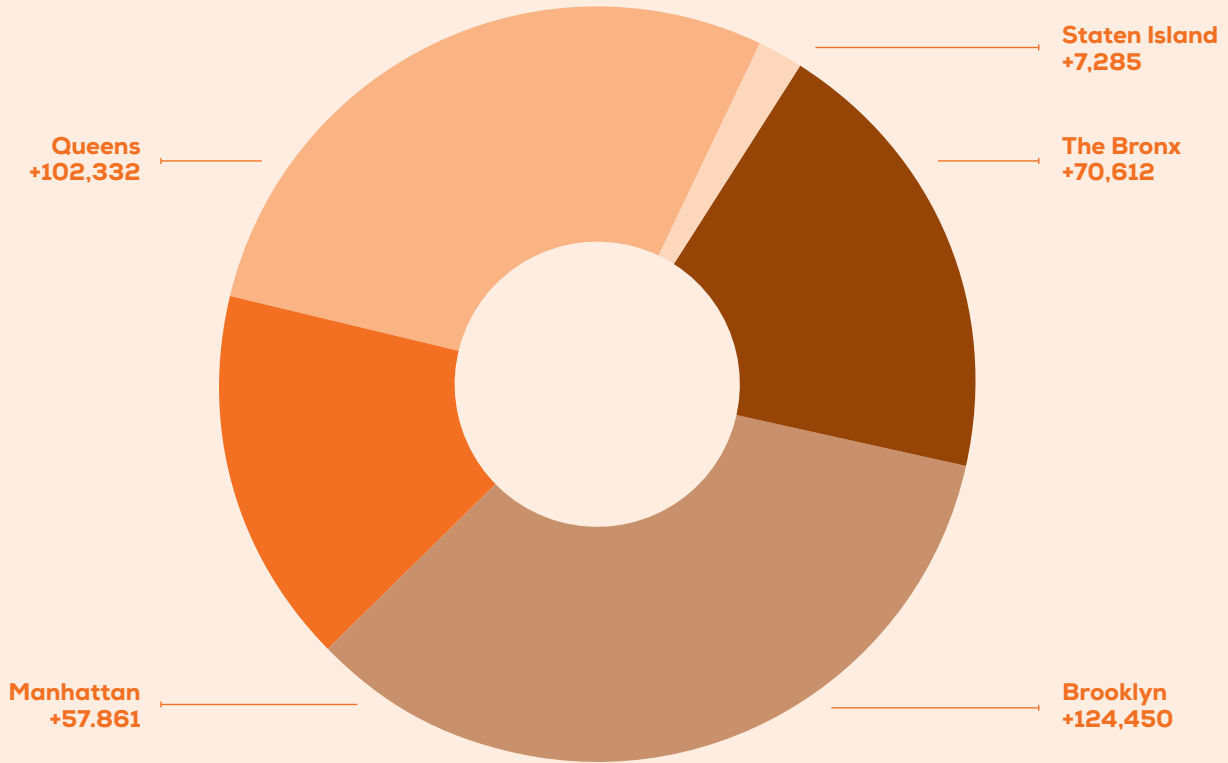
GOAL: Broadband

INDICATOR	LATEST DATA	PREVIOUS DATA
 Population	8,537,673 (2016)	8,516,502 (2015)
 Median household income	\$55,752 (2015)	\$52,996 (2014)
 Gross City Product (GCP)	\$662.5 billion (2015) 1.4% GCP growth in NYC compared to 2.5% GNP growth	\$653.2 billion (2014) 3.4% GCP growth compared to 2.4% GNP growth
 Total number of jobs	4.396 million (2017)	4.296 million (2016)
 Number of new and preserved affordable housing units financed under Housing New York (cumulative)	21,970 (2016) 62,506 (cumulative)	21,044 (2015) 40,204 (cumulative)
 Support creation of at least 250,000 to 300,000 additional housing units by 2040	15,011 (2016) 95,298 (cumulative)	57,386 (2015) 80,287 (cumulative)

NYC population has grown by over 362,500 people since April 2010

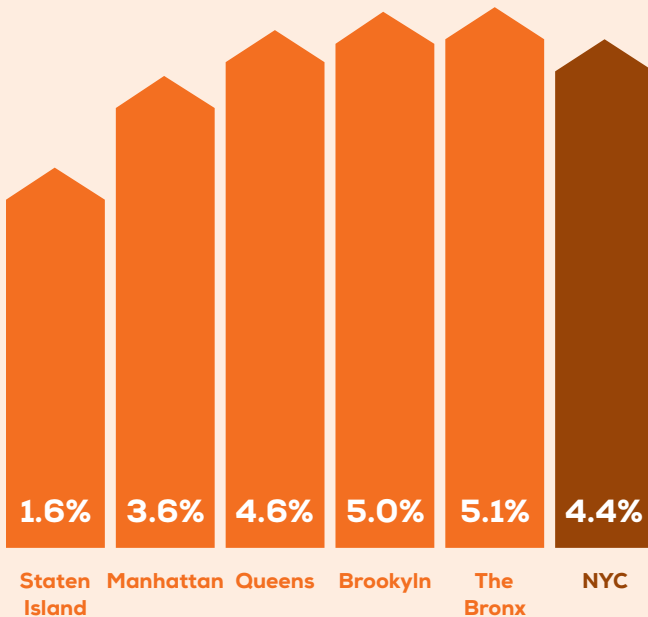
CHANGE IN POPULATION BY BOROUGH

April 2010 to July 2016



Source: 2010 Census; Census Bureau Current Estimates Program

PERCENT CHANGE IN POPULATION BY BOROUGH, APRIL 2010 TO JULY 2016



The City continues its work to plan for balanced growth and ensure we remain the world’s most dynamic urban economy.

New York City continues to experience historic population growth and economic prosperity. With a population of 8.54 million as of July 2016—a growth of 4.4 percent since April 2010—the city has not witnessed such a robust pace of growth in over a half-century. Employment is also growing, with more than 100,000 jobs added since 2016 and unemployment dropping 3.5 percent on average across New York City. The administration continues its work to advance an economic agenda that promotes economic growth while combatting inequality through customized sectoral strategies, robust workforce development programs, and enhanced support for small business.

Source: 2010 Census; Census Bureau Current Estimates Program

This remarkable period of growth has created vast opportunities while also intensifying a number of challenges related to housing and infrastructure. The City continued its work towards ambitious housing targets set in the Housing New York plan, and financed more affordable housing in 2016 than in any time in the past 25 years. With a combined total of 62,506 homes financed since 2014, the housing plan is on pace to reach the goal of building and preserving 200,000 units by 2024. The City has also dedicated unprecedented resources to combat homelessness and help the most vulnerable New Yorkers through rental and legal assistance and an aggressive program to create new supportive housing. Between January 2014 and December 2016, more than 161,000 households received emergency rental assistance, a 24 percent increase compared to previous years. This helps families and individuals remain in their communities.



Geography is modified to show service more clearly. Some landings shown do not yet exist or need upgrades to become operational

- | | |
|----------------------------|-------------------------------|
| EXISTING | PLANNED 2018 |
| East River | Soundview |
| OPENING SUMMER 2017 | Lower East Side |
| Rockaway | SUMMER WEEKEND SERVICE |
| South Brooklyn | East River (Gov Island) |
| Astoria | South Brooklyn (Gov Island) |

NYC Ferry Routes



Jamaica Crossing high- and mid-rise apartments

The City also made strides towards its goals of improving infrastructure and enhancing connectivity. Through expansion of the Select Bus Service system, our protected bicycle lane network, and the imminent launch of NYC Ferry, New Yorkers have more transit options and access to economic opportunity. Nearly 700 phone booths have been converted to free Wi-Fi kiosks in all five boroughs as part of LinkNYC, and thousands of New York City Housing Authority (NYCHA) residents have been provided with free, high-speed internet service. Through these investments, our City is better equipped to accommodate and leverage continued growth.

Credit: BRP Development/FXFovile



Goal: Industry Expansion Cultivation

The City has experienced unprecedented growth over the past several years. Jobs and wages have increased in every borough since the beginning of 2014, with:





Brooklyn leading the way in private sector job growth **12.8%**

Bronx seeing the biggest drop in unemployment **4.4%**

The administration has been focused on investing in both traditional and emerging sectors with high growth potential and jobs that help more New Yorkers access the middle class. Going forward, Mayor de Blasio made a commitment to build on this success by:

1. Adding 100,000 good-paying jobs within the next decade
2. Including 40,000 jobs in the next four years



INDICATOR	LATEST DATA	PREVIOUS DATA
 Total number of jobs	4.396 million (2017)	4.296 million (2015)
 Share of (total private sector) jobs in innovation industries	14.8% (2015)	14.7% (2014)
 Median household income	\$55,752 (2015)	\$52,997 (2014)
 Gross city product (GCP)	\$662.5 billion (2015) 1.4% growth in GCP compared to 2.5% growth in GNP	\$653.2 billion (2014) 3.4% GCP growth compared to 2.4% GNP growth



Record Job Growth with Gains Concentrated in Outer Boroughs

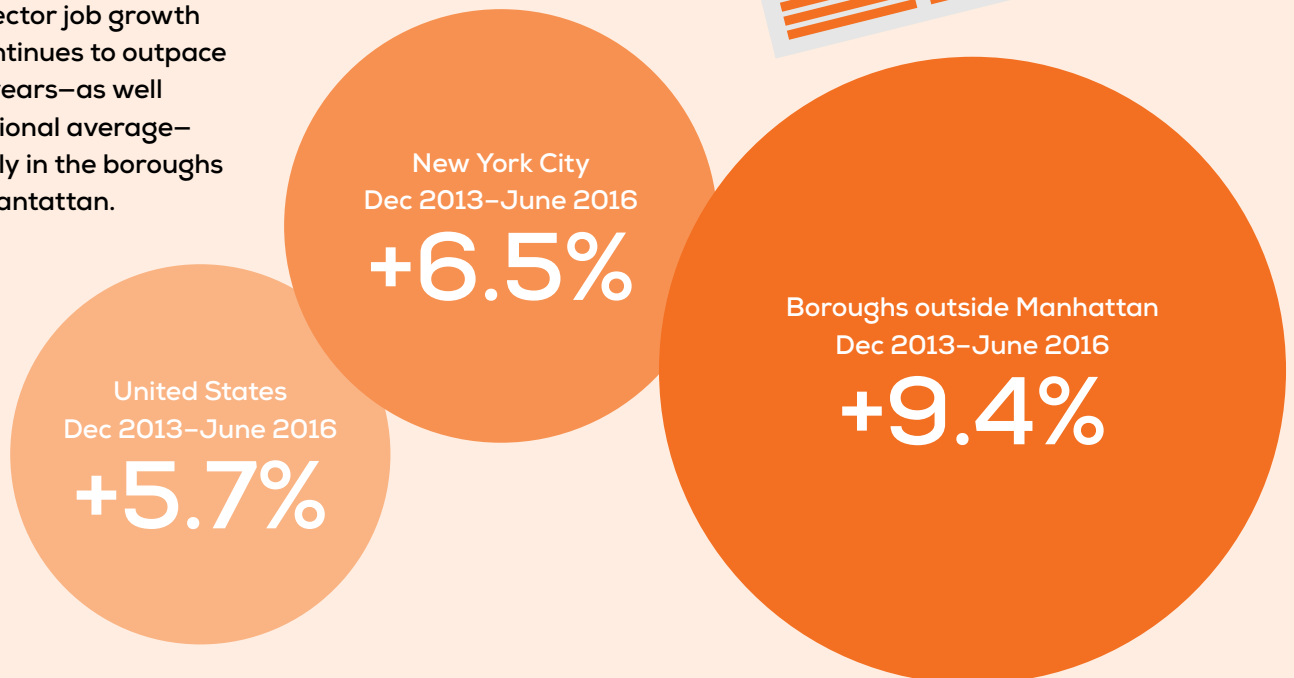
From December 2013 to February 2017, the number of **private sector jobs in the city increased by 9.0 percent**, compared to a national growth rate of 6.9 percent over the same period. During this period, average private sector employment increased in all five boroughs, with **boroughs outside Manhattan increasing by 9.4 percent**.

Meanwhile, from December 2013 to June 2016, annual average unemployment also decreased significantly in every borough, largely because the six fastest growing sectors include fields that offer good and accessible jobs. Citywide unemployment dropped to a record low of 4.3 percent in February 2017, the lowest rate since unemployment data became available from the NYS Department of Labor.



PRIVATE SECTOR IS HIRING

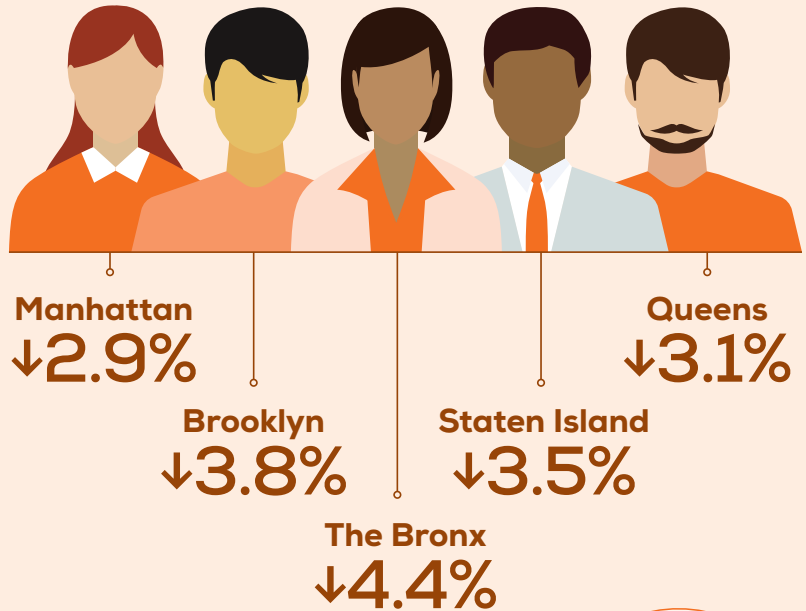
Private-sector job growth in NYC continues to outpace previous years—as well as the national average—particularly in the boroughs outside Manhattan.





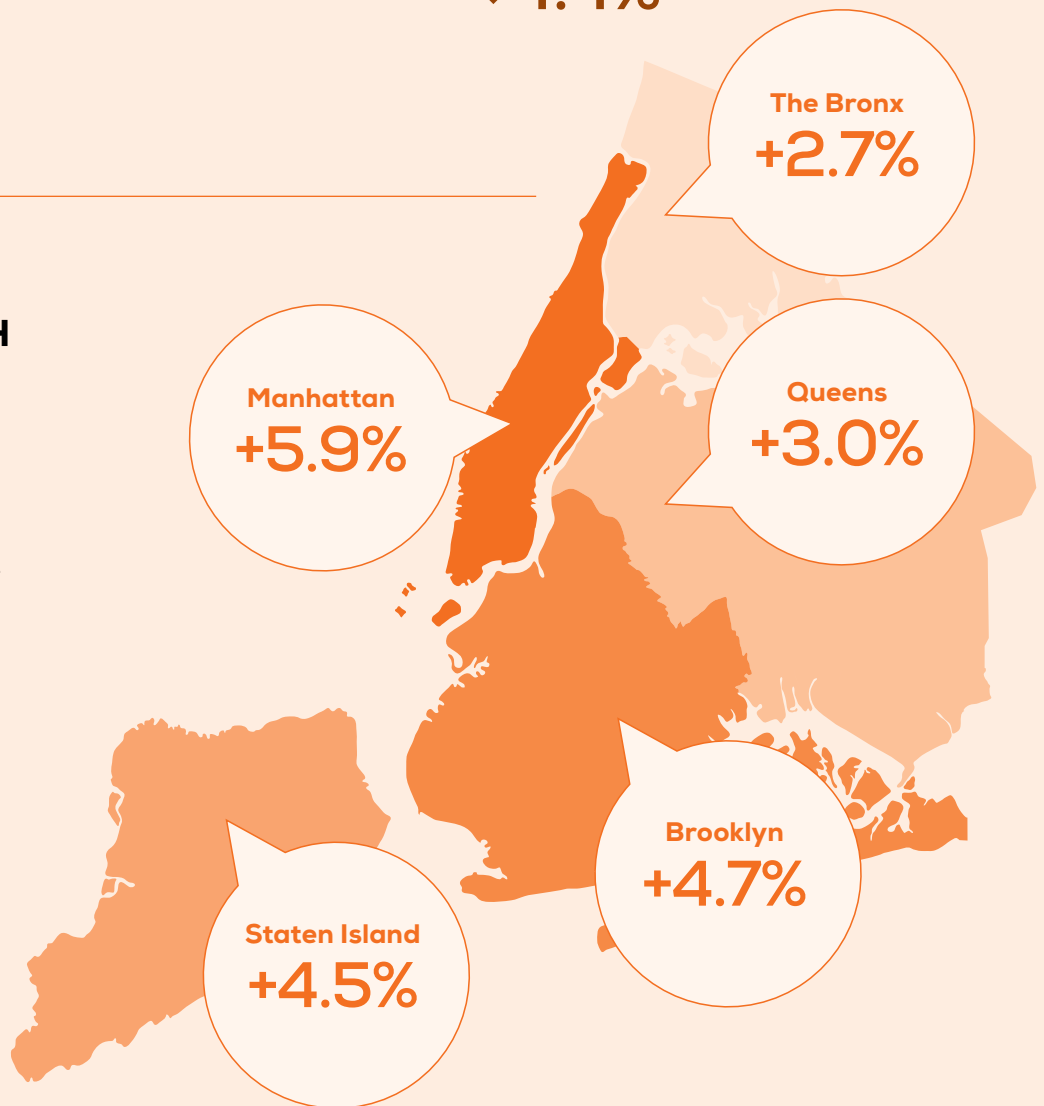
LOWEST UNEMPLOYMENT IN YEARS

With unemployment steadily declining since 2013, New Yorkers are getting back to work in every borough.



WAGES UP IN EVERY BOROUGH

All five boroughs have experienced significant wage increases since 2013.



Wage growth from 2013–2016



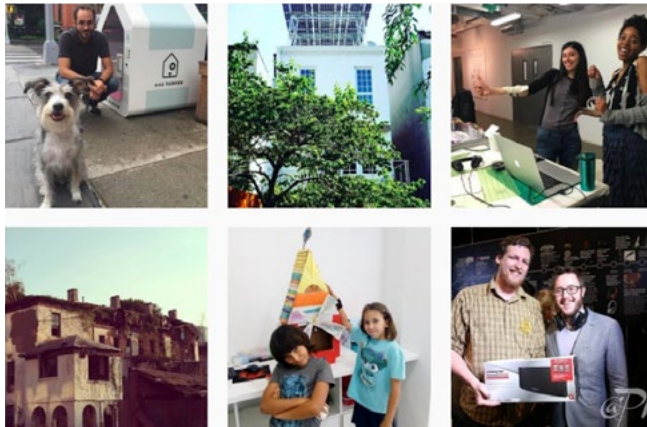
Futureworks NYC Selected Operator for Advanced Manufacturing Center and Four Futureworks NYC Growth Initiative Grant Awardees

Futureworks NYC was launched as part of the City’s Industrial Action Plan to strengthen the network of partnerships, services, and spaces dedicated to increasing local production and supporting advanced manufacturing.

In the past year, the City selected TechShop to develop and operate an Advanced Manufacturing Center at the Brooklyn Army Terminal (BAT), selected partners to implement the remaining Futureworks programs to provide hardware and product start-ups access to business resources, and awarded grants to four emerging companies. Due to these efforts, all Futureworks NYC programs will be operational in 2017. Over time, this initiative will invest up to \$13 million to offer services such as access to prototyping, fabrication, and production equipment for businesses, while establishing the Advanced Manufacturing Center at BAT as a state-of-the-art anchor and catalyst for this sector.



(Above Images) Workers at the Zahn Innovation Center in Harlem



(Left Images) Economic Development Corporation (NYCEDC) announced the second round of Futureworks NYC Growth Initiative grants for early-stage advanced manufacturing companies

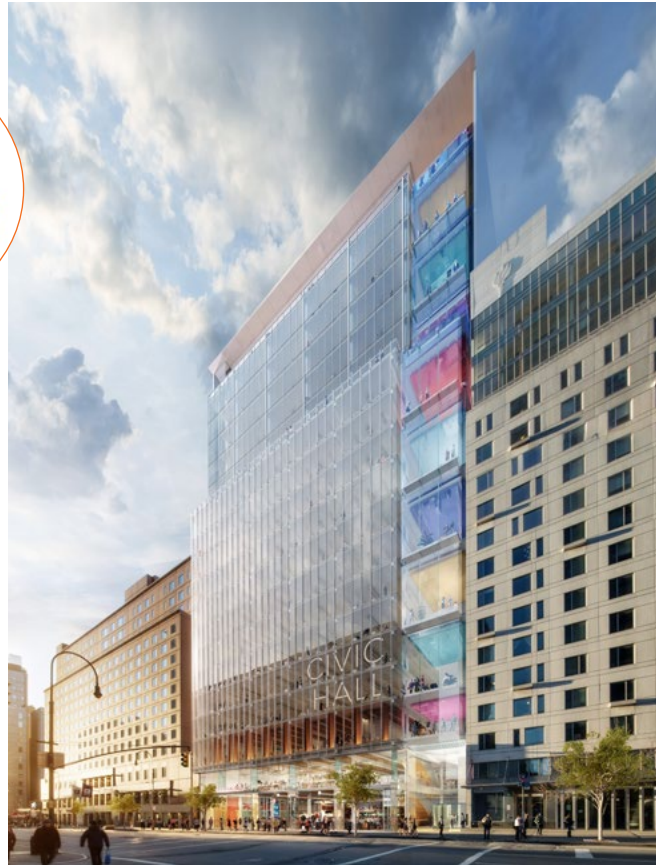


Completed Space Buildouts at Two City-Managed Urban Tech Hubs

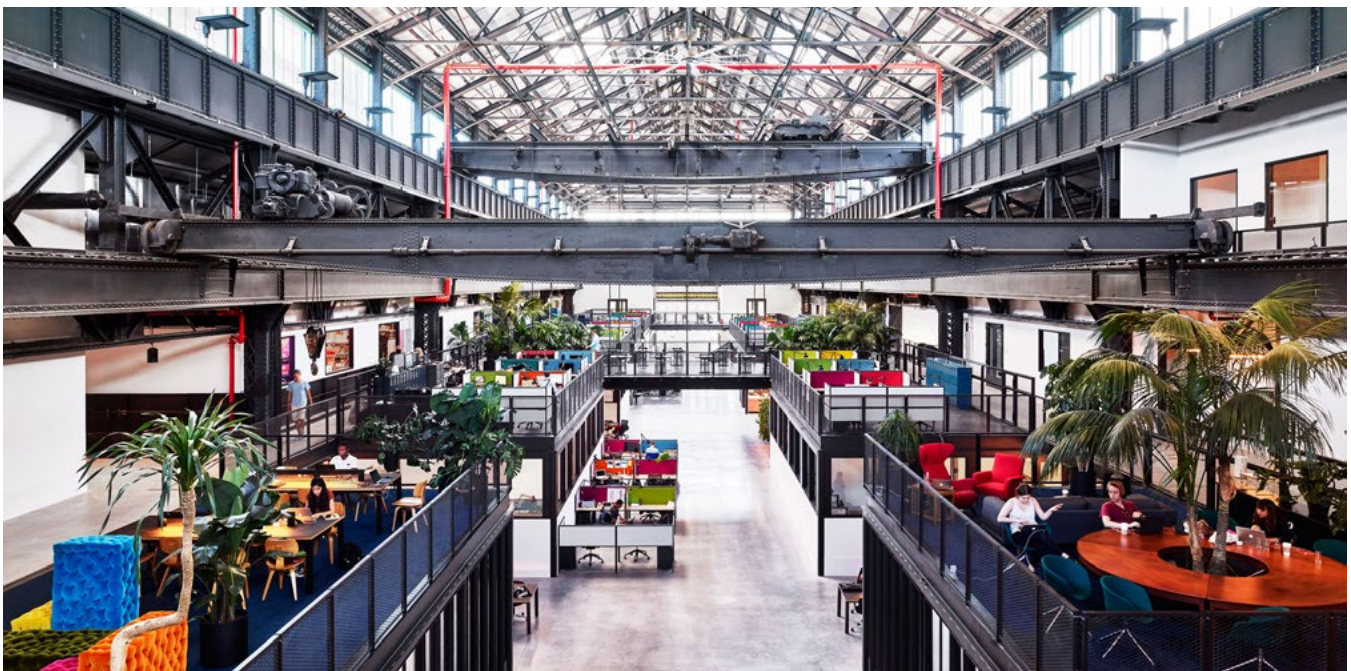


As part of Urbantech NYC—the City’s suite of initiatives to catalyze innovation and support entrepreneurs making cities more sustainable, resilient, and livable—the City completed fit-out of both Urban Technology Growth Hubs at New Lab and Grand Central Tech, recruited 28 companies to these spaces to-date, and began implementing programming to provide technical assistance and other resources for these businesses.

NYCEDC also selected a developer to transform the former PC Richard & Son site at 124 East 14th Street into a new Union Square Tech Hub, a 258,000 square-foot state-of-the-art facility for civic innovation, job creation, and fluid work and learning opportunities.



Rendering of the new Union Square Tech Hub



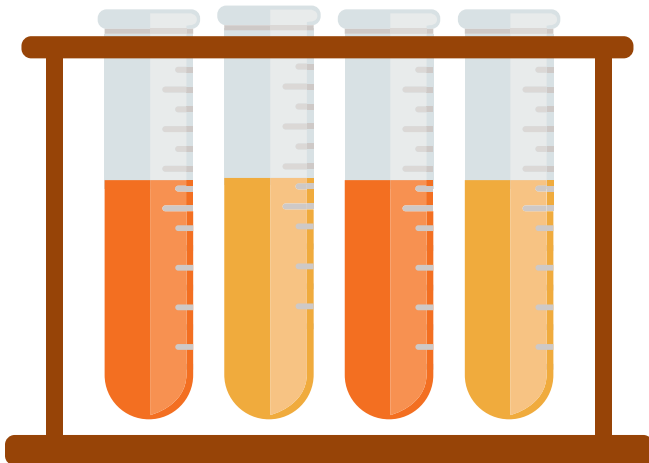
Interior rendering of the New Lab space at Brooklyn Navy Yard



Launched LifeSci NYC, a \$500 Million Program to Establish NYC as a Leader in Life Sciences Innovation and R&D

The City announced a comprehensive life sciences initiative, with ten strategic components focused on sparking academic-industry partnerships; unlocking space for companies to grow; and building a long-term pipeline for diverse talent. The initiative is projected to spur 16,000 new, good-paying direct and indirect jobs, advance breakthrough treatments for patients, and establish New York City as a global leader in life sciences R&D and innovation.

Visit www.nycedc.com/program/lifesci-nyc to learn more about the Ten-Point LifeSci NYC Plan, including the commitment of \$100 million to support the creation of an Anchor Institute and Life Sciences R&D Campus for this rapidly growing sector.



Several Urban Future Lab incubator companies have “stepped out” from early stage spaces into one of the City’s Urban Tech Hubs as their businesses have rapidly expanded. These include Bloc Power and Think Eco, companies focused on green building and energy conservation technologies.



BlocPower

BlocPower connects capital to investment-grade green building projects in financially underserved communities



ThinkEco

ThinkEco has designed a smart AC “modlet,” a unique product to intelligently control plug-in air conditioners, allowing utilities across the nation to manage their peak system loads



Initiative 1: Maintain New York as the global capital for innovation by supporting high-growth, high-value industries

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.1.1A. Maintain and grow New York City's traditional economic sectors.	EDC	In Progress / Funded	The City, through EDC, released an RFP for Futureworks NYC and has selected seven consultant partners across four work-streams. EDC announced TechShop as operator of the new Advanced Manufacturing Center, which is a significant step toward establishing the center as a state-of-the-art anchor and catalyst for this sector.	<ul style="list-style-type: none"> Select consultants for Futureworks initiatives, including an operator for Advanced Manufacturing Center at the BAT, and implement awards for Futureworks Growth Initiative 	Completed	<ul style="list-style-type: none"> All Futureworks initiatives operational Launch Futureworks Incubator Advanced Manufacturing Center opening"
1.1.1B. Ensure that businesses in emerging sectors are able to find and fit out the space they need to start, grow, and scale their companies.	EDC	In Progress / Funded	The City, through EDC, completed build-out of two Urban Technology Growth Hubs. New Lab opened in June 2016 and Grand Central Tech opened in September 2016. Executive directors have been hired for both locations and programming has commenced in both Hubs. EDC also selected a developer to transform the former PC Richard & Son site at 124 E. 14 Street into a new Union Square Tech Hub.	<ul style="list-style-type: none"> Select developer for 124 E 14th Street site 	Completed	<ul style="list-style-type: none"> Advance public review with the selected respondent
				<ul style="list-style-type: none"> Complete fit-out of both Urban Technology Growth Hubs 	Completed	<ul style="list-style-type: none"> Fully occupy both locations
				<ul style="list-style-type: none"> Recruit commercial anchor tenants 	Partially Complete	
				<ul style="list-style-type: none"> Launch operation of Growth Hub 	Completed	

Initiative 2: Make triple bottom line investments in infrastructure and City-owned assets to capture economic, environmental, and social returns

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.1.2A. Support a state-of-the-art food production and distribution industry.	EDC	In Progress / Funded	The City, through EDC, is working with GrowNYC to develop a regional greenmarket food distribution hub for New York-sourced products in Hunts Point. EDC is also advancing development of 150,000 SF of new space for meat market companies as the first phase of a long-term redevelopment effort, and has engaged construction managers for the expansion of Building G and remediation of adjacent site to enable new development at the meat market. EDC is also renovating 25,000 SF of underutilized space at the fish market and modernizing rail and other infrastructure.	<ul style="list-style-type: none"> Commence brownfield remediation work to create a development site for industrial food use 	Partially Complete	<ul style="list-style-type: none"> Assign tenants within a modern industrial food manufacturing and distribution space
				<ul style="list-style-type: none"> Release solicitations for several new job-intensive, food-related tenants 	Completed	<ul style="list-style-type: none"> Complete Produce Market rail infrastructure project
				<ul style="list-style-type: none"> Begin full construction on Produce Market rail infrastructure project 	Partially Complete	<ul style="list-style-type: none"> Identify resiliency pilot project, with conceptual design and environmental review (as needed) underway
				<ul style="list-style-type: none"> Commence resiliency feasibility studies, with potential pilot projects identified. 	Partially Complete	
1.1.2B. Activate the City's industrial assets to support the creation of quality jobs.	EDC	In Progress / Funded	The City, through EDC, selected the Greenpoint Manufacturing and Design Center as the first awardee of the City's new Industrial Developer Fund, in order to develop 90,000 SF of industrial space in Ozone Park, with capacity for 24 businesses and 80 living wage jobs. EDC continues to convene the Sunset Park Task Force to meet on a regular basis. The BAT Annex Building is being tenanted with food manufacturing owners .	<ul style="list-style-type: none"> Negotiate one or more subleases for SBMT premises based on RFP responses 	Partially Complete	<ul style="list-style-type: none"> One or more subtenants begin occupancy of premises; and long-term site activation begins
				<ul style="list-style-type: none"> Begin project to rehabilitate bulkhead of south berth at SBMT 39th St pier 	Delayed	<ul style="list-style-type: none"> Completed BAT Phase V renovations with leasing underway, bringing 500,000 SF of space to market
				<ul style="list-style-type: none"> Open Industrial WorkForce1 Career Center at BAT 	Completed	



Initiative 3: Foster an environment in which small businesses can succeed

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.1.3A. Reduce the regulatory burden on small businesses through the Small Business First plan.	SBS	In Progress / Funded	Since April 2015, the City's Small Business Services (SBS) reduced the regulatory burden by helping more than 5,000 businesses access DCA, DOHMH, and SBS services at the Small Business Support Center in Queens. Through Small Business First, SBS launched a new program that advises businesses how to identify and repair top violations. These Compliance Advisors served more than 1,000 businesses to date, while SBS has worked with DOB to streamline Letters of No Objection and standardize Plan Objections. Agencies including DOHMH, DOT, OATH, and TLC have completed plain language guides, with the final guide released in February 2017.	› Streamline DOB process for Determinations, streamline and standardize DOB Letters of No Objection, and standardize DOB Plan Objections	Completed	› Complete first release online business portal
				› Complete DEP, DOHMH, DOT, OATH, and TLC plain language guides and translate all into the top six non-English languages used in the city	Partially Complete	› Train community groups to provide support to local businesses on regulatory issues.
				› Complete additional industry toolkits and three new standalone guides explaining complex interagency processes	Partially Complete	
				› Create one-stop hearing centers in all five boroughs for business regulatory issues	Completed	



Goal: Workforce Development

Diverse, creative, hardworking New Yorkers are the lifeblood of the city. Equipping them with the necessary knowledge and skills to compete in the 21st century economy is essential to New York’s continued inclusive economic growth across the five boroughs.

The NYC Mayor’s Office of Workforce Development (WKDEV) sets a broad vision for transforming and systematizing the City’s workforce system, focusing on building skills employers seek, engaging industry leaders, improving job quality, and enhancing systems and policy coordination. WKDEV leads the citywide implementation of the Career Pathways framework—building the capacity of City agencies and service providers to implement this vision, identifying new opportunities for funding, coordinating efforts and making strategic connections across agencies and programs.

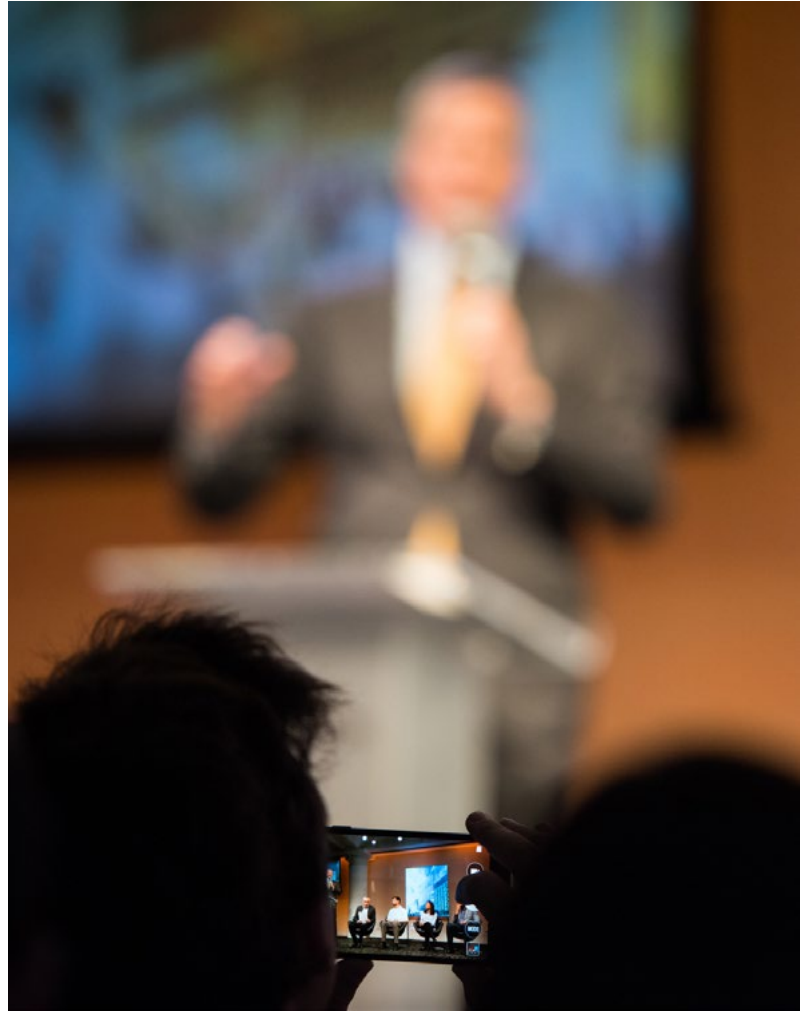




Photo by Michael Appleton/Mayoral Photography Office

INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Increase workforce participation rate from current rate of 61 percent</p>	<p>60.3% (2017)</p>	<p>61.5% (2016)</p>
 <p>Increase the number of individuals receiving City sponsored, industry-focused training each year to 30,000 by 2020</p>	<p>21,695 (2016)</p>	<p>10,800 (2016)</p>



Expanded Youth Workforce Opportunities

The Center for Youth Employment (CYE) significantly increased its reach over the course of the year. The Center connected participants in Ladders for Leaders and Vulnerable Youth—young people in the foster care, shelter, or juvenile justice systems—to summer jobs. Both programs have grown by 50 percent since 2015. To support organizations hosting these summer interns, the Center wrote and released an Employer Best Practices Playbook, offering guidance around intern recruitment, project planning, evaluation, and other competencies. In partnership with the Department of Education’s Office of Community Schools, CYE also piloted CareerCLUE (Community Learning, Understanding and Experience), a summer program offering academic enrichment, paid work experience, and project-based learning for at-risk high school students.

The Ladders for Leaders program, which connects high school and college students to paid professional internships with leading corporations, non-profits, and government agencies in the City, has grown over 50 percent since 2015 (Source: DYCD)



CUNY ASAP continues to graduate at least 50 percent of its students in three years (Source: CUNY)

Increased Enrollment and Graduation Rates for CUNY ASAP Students

City University of New York (CUNY) ASAP (Accelerated Study in Associate Programs) continues its expansion efforts and is on-track to enroll 25,000 students by the 2018–2019 academic year. Over 15,000 students enrolled in the program throughout 2017–2018, which continued the prior year’s positive trend. CUNY ASAP continues to graduate at least 50 percent of its students in three years, which is significantly higher than non-ASAP rates. The program aligns with other priorities of the de Blasio Administration, for example, by targeting all first-time, full-time Science, Tech, Engineering, and Math (STEM) majors for enrollment. During the past academic year, over 27 percent of ASAP students were enrolled as STEM majors, including more than 2,100 students that joined ASAP in the fall of 2016.



Fostered Industry Partnerships to Create New Employment Opportunities

The City established partnerships with the manufacturing, construction, and food services industries to broaden access to quality employment for low-income New Yorkers. For example, the Construction Industry Partnership is focusing on advancing employment options for women and minorities in the construction trade. The NYC Food and Beverage Hospitality Partnership has begun to address the labor shortage of NYC restaurant cooks by developing StageNYC, an 11-week work-based/classroom training hybrid that puts New Yorkers on the pathway a long-term culinary career.



Photo by CUNY

In January 2017, CUNY ASAP released its second evaluation brief, "Six-Year Outcomes of ASAP Students: Transfer and Degree Attainment." The brief states that six years after entering college, ASAP students continued to perform better than comparison group students across all measures, including transfer to baccalaureate programs and Associate's, Bachelor's, or any undergraduate degree attainment. In addition, when compared to non-ASAP students who earned their Associate degree within six years, ASAP students earned degrees more quickly.

Sustained Commitment to Computer Science for All

The City continues to make significant investments in Computer Science for All (CS4All) programs. This year the Department of Education (DOE) trained 526 teachers at 300 schools and began designing a blueprint for Computer Science (CS) education, which is aligned to existing nationally-recognized frameworks that guide CS instruction at the classroom level. Additionally, in partnership with the CS4All Founders Committee, the CS Education team selected a third-party evaluator to ensure that the program is rigorously assessed during its initial launch.



Japanese dual language students at P.S. 147 engage with their teacher during a visit from the First Lady of Japan (Source: DOE)

During a visit to New York City, First Lady of Japan Akie Abe stopped by one of the City's Japanese Dual Language programs at P.S. 147 Isaac Remsen in Bushwick, Brooklyn. The visit highlighted the City's commitment to multilingualism and the efforts made, through the DOE, to provide essential language resources as part of New Yorkers' educational development.



Initiative 1: Train New Yorkers in high-growth industries, creating an inclusive workforce across the city

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.2.1A. Establish and expand Industry Partnerships.	WKDEV	In Progress / Funded	The City expanded training programs for both the Food Service and Construction Industry Partnerships. NYACH and TTP launched new training programs.	› Establish a Retail Industry Partnership	Delayed	› Expand and launch new trainings for Industry Partnerships
				› Expand number of training programs developed/ redesigned with industry input for New York Alliance for Careers in Healthcare and Tech Talent Pipeline	Completed	› Review early outcomes from new industry-informed trainings, make course corrections where indicated
1.2.1B. Use Common Metrics for workforce programs.	WKDEV	In Progress / Funded	The City continues to work through the use case specifications process with HRA, DYCD, SBS, NYCHA, and DPR. The City also began the rollout with the second round of agencies, including QPL, CUNY, DOC, and DOP.	› Pilot compilation of client data from Career Pathways programs into an integrated data system and release draft cross-agency dashboard of Common Metrics	Partially Complete	› Expand data review, specification, and sharing process to additional agencies operating Career Pathways programs
1.2.1C. Create bridge programs to prepare low-skill job seekers.	WKDEV	In Progress / Funded	In partnership with Queens Library, LaGuardia Community College, and DOE District 79, NYACH launched three bridge programs, a fourth bridge program is in development. BMCC launched an ESOL bridge pilot that has strong early outcomes, and trains participants to work as Computer Support Specialists, a position with a \$50K median salary.	› Transition existing programs to incorporate bridge elements	Partially Complete	› Launch bridge programs
				› Develop program review system for bridge assessment	Completed	
				› Conduct an evaluation of YALP	Partially Complete	
1.2.1D. Ease path to employment for formerly incarcerated people.	CCHR	In Progress / Budget Neutral	The Commission continued its far-reaching work with incarcerated and formerly incarcerated individuals. To educate New Yorkers about the Fair Chance Act, the Community Relations Bureau conducted 250 outreach and educational activities for 9,383 individuals while providing technical assistance to 1,066 people. The Commission also partnered with and provided workshops to the City's Department of Probation, and held events in commemoration of the anniversary of the Fair Chance Act. The Commissions hosted a re-entry event at Brooklyn Borough Hall, featuring State Senator Velmanette Montgomery and State Senator Jesse Hamilton, with an attendance of 130 community members comprising of a mix of practitioners and formerly incarcerated individuals.	› Commence the Rulemaking process; Provide opportunity for Public Comment; Publish Rules	Partially Complete	› Continue to hold workshops and events on Fair Chance Act › Finalize rules on the Fair Chance Act



Initiative 2: Leverage OneNYC investments to train and employ New Yorkers of all skill levels

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.2.2A. Leverage City investments to create jobs and training opportunities for New Yorkers, and encourage targeted hiring.	WKDEV	In Progress / Funded	The City, through HireNYC, connected 2,180 low-income New Yorkers to opportunities created by City spending, including Human Services contracts and projects led by NYCEDC. HireNYC expanded to include HPD subsidized projects, which connect workers to opportunities including construction, case management, and administration. HireNYC Human Services also expanded to include positions created in contracts by DYCD, DFTA, SBS, and DOHMH.	› Implement employer-friendly portal to make it easy for businesses with HireNYC obligations to engage with the workforce system	Completed	› Implement tracking of employer engagement across key metrics and jobs leveraged through HireNYC
				› Engage HPD to leverage jobs made available through construction of affordable housing	Completed	
1.2.2B. Capitalize on the Career Pathways Construction Industry Partnership to create and expand construction training and employment opportunities for traditionally underrepresented New Yorkers.	WKDEV SBS	In Progress / Funded	Over 240 New Yorkers were connected to union-recognized pre-Apprenticeship trainings. To date, 160 New Yorkers completed training and 120 started jobs as apprentices in various local unions. In addition, the City, in partnership with Local 3, developed a pre-training designed to facilitate direct entry to electrician apprenticeships for NYCHA residents.	› Develop working partnerships with stakeholders in the construction industry	Completed	› Maintain ongoing partnerships with construction industry
				› Assess full picture of needs and opportunities and identify pilot programs, in coordination with industry partners	Partially Complete	› Expand and launch new trainings designed in coordination with industry partner
1.2.2C. Support the creation of, and training for, green jobs.	DEP Mayor's Office of Sustainability WKDEV SBS	In Progress / Funded	The City has continued to increase hiring as new opportunities for green jobs emerge with the installation of green infrastructure assets. In February 2017, DEP held two jobs fairs at which 45 seasonal workers were hired. MOS also trained over 100 building operators and 125 property managers through the Retrofit Accelerator's hands-on and on-site training sessions in energy efficiency best practices.	› Hire an additional 35 staff	Completed	› Hire an additional 70 staff



Initiative 3: Ensure that all New York City students have access to an education that enables them to build 21st century skills through real-world, work-based learning experiences

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.2.3A. Significantly expand access to computer science/technology education across New York City public schools by 2020.	DOE	In Progress / Partial Funding	The City expanded the number of teachers enrolled in the Software Engineering Program and hired field-based staff to operationalize implementation in schools. The City also launched the spring and summer STEM institutes with a separate computer science track.	› Train 2nd cohort of teachers enrolled in the Software Engineering Program and the Advanced Placement Computer Science Principles course	Completed	› Continue providing professional development and coaching to cohort 2 in the Software Engineering Program
				› Hire DOE field-based staff to help support implementation in schools	Completed	› Continue providing professional development and coaching to cohort 2 in the AP Computer Science Principles course
				› Launch the spring and summer STEM Institutes with a separate Computer Science track	Completed	
				› Continue to collect data on DOE computer science education programs	Completed	
1.2.3B. Strengthen and expand Career and Technical Education programs.	DOE	In Progress / Partial Funding	The City continues to strengthen career and technical education. The DOE launched a training series for schools to create performance bundles that integrate academic skills and technical content.	› Launch new trainings and support	Completed	› Implement strategic plan
				› Announce and begin implementing strategic plan	Completed	
1.2.3C. Expand Transition and College Access Centers to every borough by 2020 to improve post-secondary outcomes for students with disabilities.	DOE	In Progress / Funded	The City filled key TCAC leadership roles. These leaders collaborated with DYCD, MOPD, and other community partners to identify viable paid work experiences for students through expanded partnerships. Two accessible TCAC sites were identified and are currently being built out for the expected occupancy increase.	› The first Transition and College Access Center will be fully staffed and employees will be reporting to an identified fully accessible location	Completed	› Open second Transition and College Access Center
				› Begin to staff TCAC vacancies	Completed	
				› Begin administration of paid student internship program	Completed	
				› Identify locations for 2016-2017 school year and create long term space plan	Completed	
1.2.3D. Explore the opportunity to create bilingual learning environments to promote multilingualism among New York City students.	DOE	In Progress / Funded	The City opened 46 new bilingual programs in September 2016. To support bilingual teacher recruitment, the DOE signed a Memorandum of Understanding with the United Federation of Teachers that increases opportunities for teachers to pursue Bilingual and ENL certificates.	› Launch up to 45 new dual language programs	Completed	› Open 68 new bilingual programs
				› Developing action plan with Superintendents to address the need to expand and strategically identify schools that can serve as hubs for bilingual programs	Partially Complete	

Initiative 4: Increase postsecondary attainment

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.2.4 Increase post-secondary attainment by promoting high-school graduation, college matriculation and degree completion.	DOE, CUNY	In Progress / Partial funding	Over 80% of schools have at least one staff person trained in college access. Additionally, CUNY ASAP continues to expand, with over 13,000 students preliminarily enrolled by fall 2016.	› Ensure 100% of all high schools have at least one staff person trained in college access	Partially Complete	› Ensure at least 70% of high schools have a 1:35 ratio of trained staff to high school seniors
				› Enrollment targets Academic Year 2016-2017: 15,000 students (10,000 new)	Completed	› Enrollment target Academic Year 2017-2018: 21,000 students (10,500 new)






Goal: Housing

As New York City’s population reaches the largest in its history, we continue to face an affordability crisis in which over half of all city residents are paying more rent than they can afford.

Housing production has not kept pace, rents have gone up, incomes have stagnated, and the gap between rents and incomes has grown. Housing New York, the Mayor’s housing plan to build and preserve affordable housing through community development initiatives that foster a more equitable and livable New York City, set an ambitious goal to create and preserve 200,000 units of affordable housing over ten years. To date, under the plan, the City has financed more than 62,000 homes. The City continues to support the development of housing in neighborhoods throughout New York City, working with communities to ensure that development is balanced and inclusive. We have stretched City investment to provide affordable housing to a wider range of New Yorkers, and are doing more to serve those with special needs. In addition, the City is turning the tide on homelessness by dedicating unprecedented resources to stopping evictions through rental and legal assistance, helping families and individuals remain in their communities, and creating supportive housing that provides critical services on-site for populations in need.



INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Accomodate 8.4 million households within the region by 2040, an increase of 1.1 million households</p>	<p>6,851 affordable units built in CY 2016</p>	<p>7,237 affordable units built in CY 2015</p>
 <p>Finance the new construction of 80,000 affordable units and preservation of 120,000 affordable housing units by 2040</p>	<p>15,119 affordable units preserved in CY 2016</p>	<p>13,807 affordable units preserved in CY 2015</p>
 <p>Support the creation of 240,000 total new housing units (both affordable and market rate) by 2024 and an additional 250,000 to 300,000 by 2040</p>	<p>15,011* residential units by permits issued in CY 2016</p>	<p>57,385 residential units by permits issued in CY 2015</p>

*Unusual increase in CY2015 and subsequent decline in CY2016 likely attributable to expiration of 421-a tax incentive program



Affordable Housing in 2016 Hits 25-Year High

The administration financed more affordable housing in 2016 than in any time in the past 25 years. In 2016, the City financed 21,970 homes: 6,851 newly constructed apartments and 15,119 preserved homes, representing a direct investment of \$980 million by the City of New York, which leveraged more than \$1.4 billion in bonds issued by the Housing Development Corporation, including \$1.2 billion in Sustainable Neighborhood Bonds—the first social impact investment bond of its kind in the United States.



Rendering by Dattner Architects

62,513 Homes Financed Since 2014

With a combined total of 62,513 homes financed since 2014, the City is well on track to meet the Housing New York goal of building and preserving 200,000 units in 10 years. New homes financed under the Housing New York Plan are already starting to come online and families are starting to move into those homes. Nearly 3,000 newly constructed affordable homes have been made available to families in New York City since 2014.

COMMUNITY-BASED PLANNING IN EAST NEW YORK: DINSMORE-CHESTNUT



After significant community engagement, the City issued a Request for Proposals (RFP) for environmentally-friendly, mixed-use affordable housing developments for the Dinsmore-Chestnut site in East New York, Brooklyn. The site is one of the last remaining large plots of vacant City-owned land in NYC. The RFP for the development of this site was shaped by input from local residents gathered through Housing Preservation and Development's Community Visioning Workshop series in June 2016.

The Dinsmore-Chestnut site is a cornerstone of the East New York Neighborhood Plan and comes with \$267 million in investments for the neighborhood. In addition to the thousands of housing units that will be built under the plan, a Workforce1 Career Center has already opened and planning has begun for a state-of-the-art multipurpose community center as well as a new 1,000 seat public school.

The site is bordered by Dinsmore Place, Chestnut Street and Atlantic Avenue. The RFP sought development proposals with up to 200 affordable housing units, with rents levels set to meet the income needs of the neighborhood. The RFP also encouraged the inclusion of quality commercial and community space and open space for residents of the development. Many job opportunities affiliated with the Dinsmore-Chestnut site will be filled through HireNYC, the largest targeted hiring program in the nation, to help New Yorkers access training and jobs through the City's purchases and investments.



Mandatory Inclusionary Housing Enables the Creation of 1,500 Units of Affordable Housing

Mandatory Inclusionary Housing (MIH) is already producing results. Since MIH came into effect in March 2016, land use actions made possible the creation of 1,500 units of affordable housing. These homes will be built in neighborhoods from Flushing, Queens to Downtown Brooklyn.



Rendering by Bernheimer Architecture of One Flushing, an approved development subject to MIH

Six M/WBE Teams Designated for Development Sites Across the City

In June 2015, HPD established a pre-qualified list of 27 Minority and Women-Owned Business Enterprise (M/WBE) developers judged to have the necessary experience and capacity to develop, maintain, and manage high quality affordable housing. A few months later, HPD issued an RFP, exclusively for bids from this pre-qualified list, to develop six sites across the city that represent a range of building types, technical requirements, and financial challenges. Early in 2017, the City designated six M/WBE teams to develop those sites. Several of the winning teams had participated in HPD's Building Capacity Workshops, a component of the agency's M/WBE Building Opportunity initiative. HPD also launched its M/WBE Build Up Program, which aims to increase contracting opportunities for M/WBEs in the development of HPD-subsidized affordable housing projects.



Source: HPD



Revisions to Housing Lottery Rules for Affordable Housing

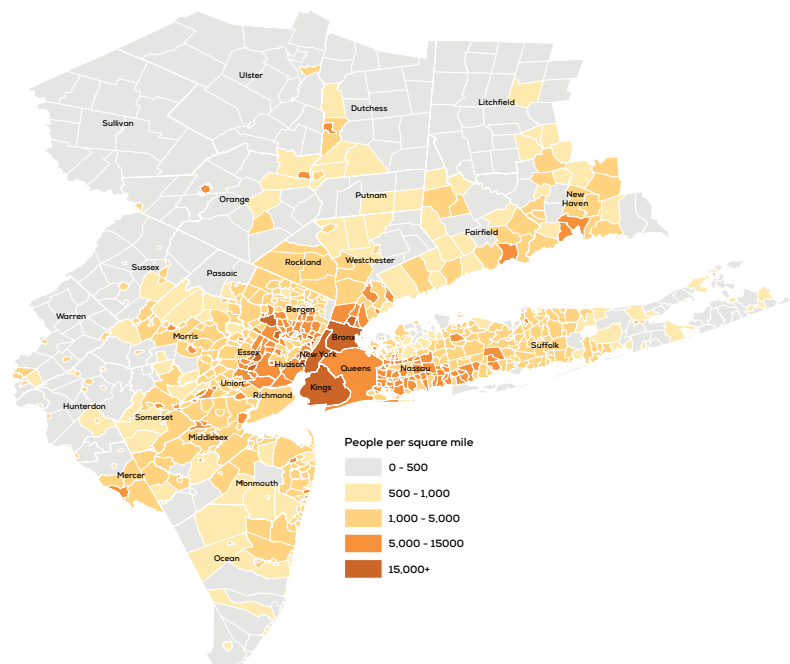


In 2016, The City issued its new Marketing Handbook which ensures that households who have the ability to pay rent and, by all other indicators, can be expected to be responsible tenants are not rejected solely on the basis of a low credit score, or solely because a tenant previously appeared in Housing Court. Important changes to the policies include new standards for homeless shelter referrals to account for special challenges faced by these households and imposing limits on personal assets. The policies also promote greater language accessibility at all stages of the application process, require consistency in how developers and marketing agents communicate with applicants and apply credit criteria and other standards, and increase the transparency of the appeal process.

Regional Planning Office to Address Long-Range Issues Created

Since April 2016, the Department of City Planning (DCP) hired a Regional Planning Director and supporting staff to address regional and long-range planning issues. The Regional Planning Office has met with municipal and county officials from over 20 surrounding jurisdictions across New York, New Jersey, and Connecticut, as well as business groups, nonprofits, and other regional entities and stakeholders to gather information about ongoing planning efforts and key challenges to sustainable regional growth, and to understand opportunities for bilateral and multilateral collaboration. The Office is collecting data and examining trends around housing production, job growth, and mobility across the region to identify strategic priorities and coordinate with NYC agencies.

2015 POPULATION DENSITY IN THE NEW YORK CITY REGION



Source: ACS 2011-2015 5 Year Estimate



NYC Department of Homeless Services
Homebase awareness campaign

City Awarded Contracts for Development of 550 Supportive Housing Units

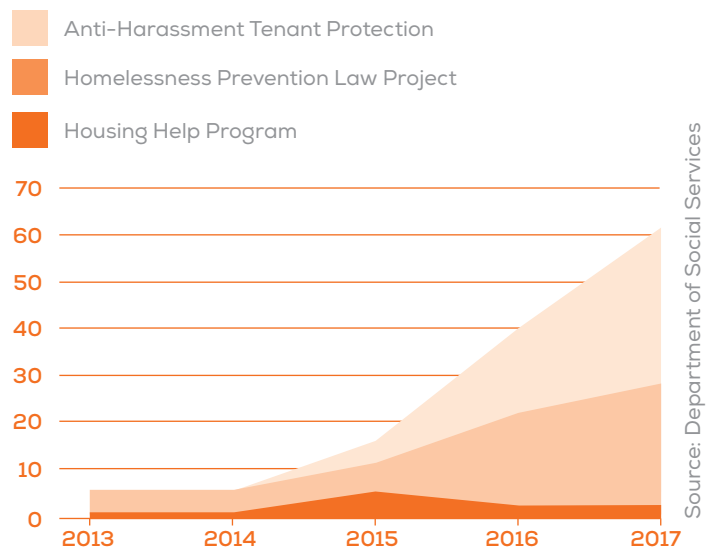
As part of the City’s commitment to create 15,000 units of supportive housing over the next 15 years, in December 2016 the Department of Social Services awarded contracts for the creation of 550 scatter-site supportive housing units. The populations targeted for these units are chronically homeless single adults and adult families who have a serious mental illness or substance use disorder. Including HPD’s contributions, since 2014 the City has financed 2,431 supportive housing units that provide on-site services. Over this period, the City has also financed 5,163 new or preserved units that are reserved for the formerly homeless in affordable housing projects, 4,043 residences dedicated for seniors, and additional apartments for New Yorkers with disabilities.

Over 26,500 Enrollments in the Emergency Rental Assistance Program in 2016

While increasing the stock of affordable housing is a key priority, the City also dedicated unprecedented resources to homelessness prevention through rental assistance, legal services, and early intervention. Between January 2014 and December 2016, more than 161,000 households received emergency rental assistance, representing a 24% increase compared to 2013. Homebase, the City’s network of neighborhood-based service providers dedicated to helping low-income New Yorkers stay out of shelters and in their communities, has expanded to 23 locations and 26,525 enrollments as of CY 2016. And the City’s tenfold increased investment in tenant legal service programs for low-income New Yorkers has contributed to a 24 percent decrease in evictions, allowing a combined total of 40,000 people over the course of 2015 and 2016 to stay in their homes. Finally, the City’s Tenant Support Unit continues to proactively connect tenants to critical services, reaching more than 194,000 New Yorkers in an 18-month period since its launch.

NEW YORK CITY ADMINISTRATION FUNDING FOR TENANT LEGAL SERVICES

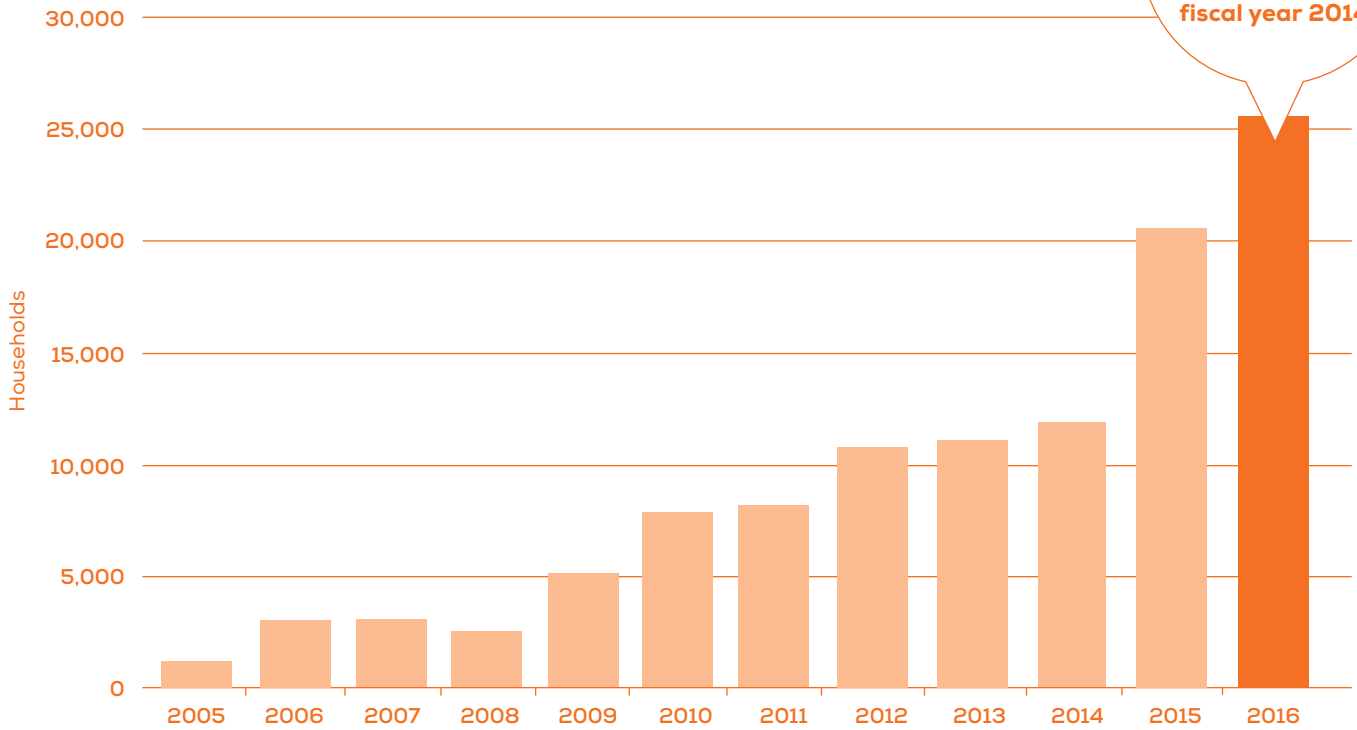
Fiscal Years 2013–2017 (in Millions)



Source: Department of Social Services



HOMEbase HOUSEHOLDS SERVED, BY CITY FISCAL YEAR



Source: Department of Social Services

SCOPE OF HOMEbase PREVENTION SERVICES



Source: Department of Social Services

EMERGENCY RENT ASSISTANCE

Calendar Year	Emergency Rent Assistance		
	Arrears Paid Off (millions)	Cases	Average Paid per Case
2011	\$107	40,300	\$2,666
2012	\$121	44,500	\$2,731
2013	\$127	47,000	\$2,695
2014	\$149	48,600	\$3,059
2015	\$188	54,700	\$3,442
2016	\$214	58,100	\$3,688

Source: Department of Social Services

VISION 1



HOUSING

COMMUNITY PLANNING IN EDGEMERE, QUEENS

Using the Neighborhood Planning Playbook, HPD is working with the residents of Edgemere to develop a vision for the community's future. After decades of disinvestment, the Edgemere neighborhood in the Eastern Rockaways experienced significant damage from Hurricane Sandy. The Resilient Edgemere Community Planning Initiative, launched in October 2015, is a joint effort of City, State, and Federal agencies, community organizations, elected officials, and residents to align Sandy recovery investments in Edgemere with a comprehensive community plan.

To ensure a broad, inclusive, and transparent process, the City hosted four community workshops and mailed a community feedback form to all 1,700 households in Edgemere. Through this collaborative process, the community identified four priorities that will drive the plan:

1. protect the neighborhood from flooding;
2. create resilient housing while preserving the low-density feel of the neighborhood;
3. improve streets and transportation; and
4. increase neighborhood amenities.

The resulting document, issued in March 2017, captures the thoughtful strategies and policies that emerged from the workshops. More importantly, the process empowered local residents to participate in finding solutions to address the complex challenges posed by adaptation to climate change. The Resilient Edgemere initiative will provide a model for other coastal communities facing similar threats.



AFFORDABLE FOR ME CAMPAIGN

In 2016, HPD launched the agency's Affordable for Me campaign. By interviewing New Yorkers living in City-subsidized affordable homes, HPD sought to raise public awareness about affordable housing and encourage New Yorkers to apply for affordable housing through the agency's Housing Connect website.



EAST NEW YORK HOMEOWNER HELPDESK

Launched by HPD, the East New York Homeowner Help Desk, run by the Center for New York City Neighborhoods in collaboration with the Office of Council Member Rafael Espinal and their partners, offers a range of services, including advice and assistance with foreclosure prevention, guidance on scam avoidance, advice on home repair, and other programs like weatherization loans.

The Homeowner Help Desk was identified as an important resource for local residents as part of the East New York Neighborhood Plan. Approved by the City Council in April 2016, the East New York Neighborhood Plan is a highly-coordinated, multi-agency initiative to promote the creation of affordable housing, foster economic growth, encourage pedestrian-friendly streets, and invest in community resources for the enrichment of the neighborhood. The administration has made significant progress towards the plan's goals, including the release of the Dinsmore-Chestnut RFP, the opening of new East New York Workforce 1 Career Center, and more.



Initiative 1: Create and preserve 200,000 affordable housing units over ten years to alleviate New Yorkers’ rent burden and meet the needs of a diverse population. Support efforts by the private market to produce 160,000 additional new units of housing over ten years to accommodate a growing population

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.3.1A. Maximize the use of City-owned land for new housing.	EDC HPD	In Progress / Funded	<p>In 2016 the City, through HPD, NYCHA and EDC, has released ten Request for Proposals, Request for Qualifications and Request for Expressions of Interest related to development of housing on City-owned sites in all five boroughs. This includes the Spofford Live/Work campus project, awarded to Gilbane Development, MHANY, and Hudson Companies, which will result in approximately 700 affordable units at a range of incomes to be built in three phases. The project is expected to certify into Universal Land Use Review Process late 2017.</p> <p>EDC awarded the 168th Street Garage project to Omni New York. The project will be 100% affordable and is expected to deliver a new YMCA for the Jamaica neighborhood and new, replacement parking for the NYPD, with approximately 350 units+ of affordable housing.</p> <p>The Caton Flats projects also certified into ULURP in 2016. This project will contain ~250 affordable units and a new facility for the Flatbush Caton Market.</p>	› Review RFP submissions and announce selected development teams, as well as release RFPs for development	Completed	› Continue to work on and release RFPs for publicly owned sites
1.3.1B. Conduct collaborative, holistic neighborhood planning to support new mixed-income housing creation with supporting infrastructure and services.	HPD DCP	In Progress / Funded	The City continues to use the Neighborhood Planning Playbook as agencies host community visioning sessions throughout the five boroughs. HPD launched, or continued, visioning series in several neighborhoods, including Edgemere, Queens, and Brownsville Brooklyn.	› Continue to utilize the Neighborhood Planning Playbook in its community visioning workshops as part of current and future neighborhood studies	Completed	› Continue to utilize the Neighborhood Planning Playbook in its community visioning workshops as part of current and future neighborhood studies
1.3.1D. Expand opportunities for M/WBE and expand the pool of developers building affordable housing.	HPD	Completed / Budget Neutral	In January 2017, HPD announced the designation of six teams to develop vacant, City-owned sites into 100% affordable housing. Some of the selected developers were participants in HPD’s Building Opportunity initiative. HPD also launched its M/WBE Build Up Program, requiring developers to spend at least a quarter of HPD-supported costs on certified M/WBEs for design and construction services.	› Select awardees for M/WBE RFP		› Work with M/WBE awardees on project feasibility and development
1.3.1E. Support and expand efforts to preserve affordable units through neighborhood planning and outreach.	HPD	In Progress / In Planning	HPD reviewed the Neighborhood Construction Program (NCP) RFP proposals and selected 17 local CBOs to work with the City to develop and implement repair plans for distressed buildings. Though work has commenced, final documentation is pending legal review.	› Finalize contracts with selected CBOs	Delayed	› Continue to work with CBOs to develop and implement remediation plans for selected buildings



Initiative 1: Create and preserve 200,000 affordable housing units over ten years to alleviate New Yorkers' rent burden and meet the needs of a diverse population. Support efforts by the private market to produce 160,000 additional new units of housing over ten years to accommodate a growing population

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.3.1F. Foster large-scale development at potential major site assemblages.	EDC	In Progress / Partially Funded	The Sunnyside Yard Feasibility Study was released on February 6, 2017.	› Complete the feasibility study of Sunnyside Yards and begin master planning (if feasible)	Completed	› If project is deemed feasible, complete master plan and prepare for zoning changes.
			The first two mixed-use buildings are now occupied, with construction of Phase 2 infrastructure underway.	› Fully occupy first two mixed-use buildings at Hunter's Point South, with a third parcel in the design phase. Construction of phase 2 infrastructure underway	Partially Complete	› Begin construction on third parcel (expected), with construction of phase 2 infrastructure ongoing.
			The connector streets are completed and public open space is completed, open for public access.	› Complete connector streets at the New Stapleton Waterfront, with Phase 1 occupancy and opening of public open space	Completed	› Advance plans for Phase II and III open space

Initiative 2: Support efforts to create new housing and jobs throughout the region

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.3.2A. Collaborate with regional municipalities and housing agencies on shared priorities.	DCP	In Progress / Funded	The City established a Regional Planning Office within the Department of City Planning, as well as hired a division Director and supportive staff. The new office has met with more than 20 neighboring jurisdictions, as well as nonprofits, advocates, transit organizations and private sector stakeholders.	› Hire Regional Planning Division Director and establish DCP Regional Planning Division priorities and work program	Partially Complete	› Devise strategy for increased interagency coordination and coordination with other regional planning entities in neighboring counties and states



Initiative 3: Expand housing and related services to support the city’s most vulnerable populations

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.3.3A. Strengthen community-based homelessness prevention systems.	DHS HRA	In Progress / Funded	In FY2016, the City exceeded its goal set by Homebase with 25,665 enrollments. 33,068 New Yorkers have received eviction prevention and anti-harassment legal assistance since July 2014. The City, through HRA, has paid more than \$205 million on rent arrears to prevent eviction, serving nearly 57,000 households. In 2016 the City implemented Neighborhood Homelessness Prevention Outreach (NHPO) for families at moderate and high risk of homelessness. Between October and December 2016, mailings were sent to 8,881 cash assistance clients with a known history of homelessness, encouraging them to call the NHPO hotline for assistance with housing-related issues. To test the efficacy of behaviorally-informed communications, half of the target group received the mailer in a traditional agency format and half received a mailer designed in collaboration with ideas. The evaluation will assess call-in rates, referral rates, service receipt and, ultimately, shelter applications.	› The target for FY16 is 22,047	Completed	› Maintain enrollments at least at the FY16 baseline level of 22,047
				› Expand the number of Job Centers that offer immediate access to anti-eviction rental arrears assistance	Re-considered	
				› Expand the NHPO program to provide a two tiered outreach model. Broad-based outreach will target families with moderate risk of homelessness while more intensive outreach and interventions will be tailored for families at high risk of homelessness	Partially Complete	
1.3.3B. Create a more streamlined process for intake, assessment, and rehousing to end veteran homelessness.	DHS HRA Mayor’s Office of Veteran Affairs	In Progress / Funded	In May 2016, through the Veterans Intervention Project, DHS and HRA established an Intervention process at the Borden Shelter and at the Veterans Services unit at Chapel Street to address the “Churn of Veterans” in and out of shelter.	› The Rapid Rehousing program will divert more than 60 veterans into permanent housing shortly after their presentation at the 30th Street intake center	Completed	› Continued prioritization of permanent housing and support services for veterans
				› Veterans work will continue to be guided through collaboration with the NYC CoC’s Veteran Task Force, which includes partners from the VA, MOVA, DHS, HRA, HPD, SSVF, and other entities	Partially Complete	
				› The City, through DHS and HRA, will continue to prioritize services, rental assistance, and permanent placements to veterans upon entry into the shelter system	Partially Complete	
				› The City will also develop an aftercare program to ensure that housed veterans continue to have the services they need	Partially Complete	
1.3.3C. Develop affordable housing appropriate to community needs, including housing for families, supportive housing, and senior housing.	HPD	In Progress / Funded	The Supportive Housing Task Force spent several months assessing programs and processes related to supportive housing services. A report was released laying out its recommendations on how to implement the Mayor’s plan to create 15,000 units of supportive housing over 15 years, and City agencies will begin implementing the Task Force’s recommendations.	› Supportive Housing Task Force to draft recommendations and create a plan to create 15,000 units of supportive housing over 15 years	Completed	



Initiative 3: Expand housing and related services to support the city's most vulnerable populations

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.3.3D. Expand rental assistance and aftercare to support individuals transitioning from shelters to permanent housing.	DHS HRA	In Progress / Funded	From July 2014 through December 2016, about 18,650 households and 51,570 individuals have received rental assistance to avert entry into or move out of DHS and HRA shelters via an exit strategy. The City, through DHS, funds the Home to Stay program to provide aftercare for LINC II participants. The Home to Stay program is informed by the evidence-based model of Critical Time Intervention (CTI) and run by 4 nonprofit vendors. To date, 2,393 families have been certified for LINC 2 and the current active caseload of Home to Stay is 1,415 families. Homebase providers began providing aftercare in December 2016 as an interim solution until a new coordinated model is in place in July 2017.	› LINC I - VI will continue to provide rental assistance to households and individuals for the term of their agreements, which can last up to 5 years given eligibility is maintained. New programs (CFEPS and SEPS) will expand. The City, through HRA and DHS, will develop a coordinated aftercare model	Partially Complete	› New community prevention and supports for aftercare included in RFP for new Homebase services. New contracts and services to start in July 2017.
1.3.3E. Expand housing options for people with disabilities by increasing oversight, targeting placement strategies, and accessing housing subsidies.	DHS HRA HPD	In Progress / Funded	Since January 2016, 314 households have gone to permanent placement with the HOME program.	› The City plans to revise guidelines for marketing affordable units to persons with disabilities, and increasing developer oversight and monitoring for units available to persons with disabilities	Partially Complete	› HOME TBRA will continue to enroll families with a member with disabilities in permanent housing
1.3.3F. Advocate for state and federal funding to increase supportive housing production.	DHS HRA	In Progress / Budget Neutral	The City continues to advocate for State support for supportive housing and moved forward with implementation of the first phase of the City's plan to create 15,000 new units of supportive housing with the release of a concept paper in April 2016, followed by an RFP in August 2016 to procure 500 "scatter site" supportive housing units. Awards for the first 550 scatter site units were announced in December 2016. HRA completed expansion of its HIV/AIDS Services Administration ("HASA"). The raised FEPS ceiling and expansion to DV is pending court approval of a settlement agreement with New York State.	› "HRA and DHS will work with the Legislature in SFY16 -17 budget session to increase State support. Initiatives include additional State supported housing units, State participation in the NYC supportive housing project, increases to the FEPS rent ceiling and expanding FEPS to DV survivors, and funding for expansion of services to HIV+ asymptomatic individuals to end the AIDS Epidemic (ETE) - This is Mayoral Tracker #232 - breakout per that tracker: **HASA expansion - Done **Raise FEPS ceiling and expand to DV - target date: 5/31/2017 **Increase state support & participation in NYC supportive housing - target date July 2017 (after legislative session) -at risk "	Partially Complete	



Create capacity for new housing (Source: PlanNYC 2011)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Explore additional areas for new development	HPD DCP DCAS NYCHA	In Progress / Partially Funded	NYCHA and HPD have released 4 additional sites for new development, selected developers on 5 sites, and closed on construction financing of a 160 unit mixed income development at Fulton Houses.	<ul style="list-style-type: none"> › Announce 6 additional 100% affordable sites › Release RFPs for 2 NextGen Neighborhoods sites › Release RFPs for 2 100% affordable sites 	Completed	<ul style="list-style-type: none"> › Announce 6-8 additional 100% affordable sites › Announce 2 additional NextGen Neighborhoods sites › Release RFPs for 6-8 100% affordable sites › Release RFPs for 2 NextGen Neighborhoods sites

Finance and facilitate new housing (Source: PlanNYC 2011)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Develop new neighborhoods on underutilized sites	HPD NYCHA	In Progress / Funded	Development at Hunter's Point South continues following the release of parcels F +G in June 2016.	<ul style="list-style-type: none"> › Select developers for 3 100% affordable sites › Financial closing for Fulton Houses 	Completed	<ul style="list-style-type: none"> › Completion of Arverne by the Sea Phase 1 › Select developers for 6-8 100% affordable sites › Select developers for 2 NextGen NYCHA sites › Financial closing for 1 NextGen NYCHA sites › Financial closing for 4 100% affordable sites

Encourage sustainable neighborhoods (Source: PlanNYC 2011)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Increase the sustainability of City-financed and public housing	HPD DCP NYCHA EDC	In Progress / Funded	In 2016, HPD, in partnership with the Mayor's Office of Sustainability, closed its first GHPP projects. In addition to providing energy efficiency and water consumption improvement to these buildings, the City was able to preserve the affordability of more than 100 apartments.	<ul style="list-style-type: none"> › Close first GHPP projects 	Completed	<ul style="list-style-type: none"> › Implement the GPNA in FY2016 deals







Goal: Thriving Neighborhoods

New York City is a city of neighborhoods. As the population continues to grow, the City has initiated PLACES—a set of collaborative, people-centered planning efforts to accommodate growth and foster diverse, livable neighborhoods with a healthy environment, strong quality of life, and access to job opportunities. These plans promote mixed-income housing and strategic investments in public transit access, retail, community amenities and services to meet the needs of all New Yorkers, including underserved communities.



Downtown Flushing, SBS Neighborhood 360 Program

(Call-out box right) Source: NYC Department of City Planning

URBAN DESIGN PRINCIPLES FOR PLANNING NEW YORK CITY

One of the core values in planning for the future of the city of New York is enhancing the livability of our neighborhoods and quality of the urban design that shapes them.

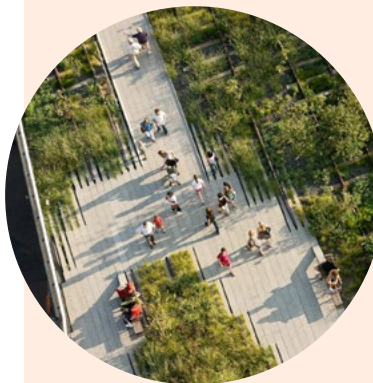


PLACE

Good urban design both creates and reinforces a sense of place.

EQUITY

Good urban design is accessible to everyone.



DETAIL

Good urban design pays attention to the details.

COMFORT

Good urban design makes people feel good.



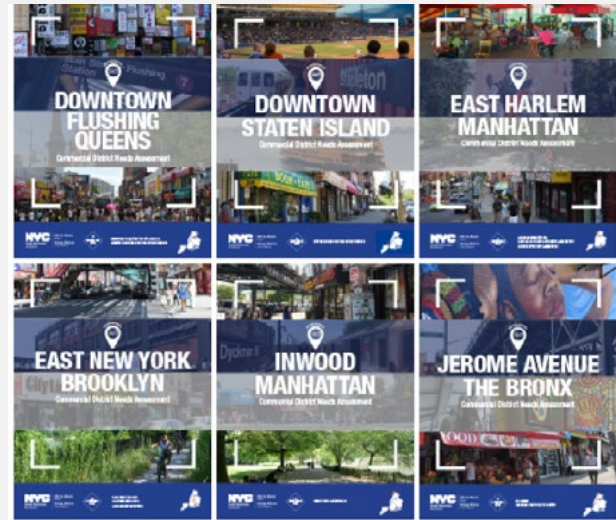


Commercial District Needs Assessments Completed for Six Neighborhoods

Since April 2016, the NYC Department of Small Business Services (SBS) completed studies and published reports about commercial districts in six neighborhoods throughout the city, as part of its Neighborhood 360° Commercial District Needs Assessments (CDNAs). The CDNAs identify the needs and opportunities for local neighborhood revitalization, with recommendations for merchant organizing, public programming, district marketing and branding, streetscape enhancements, business support services, and other quality of life improvements that will be funded by the Neighborhood 360° Grants.

\$3 Million Annual Program Grants to Provide Direct Funding for Commercial District Improvements

Community-based organizations (CBOs) will be able to tap into approximately \$3 million in program grants per year to develop and staff revitalization projects that address identified needs in the CDNAs, including merchant organizing, business attraction and retention, business support, cleaning and beautification, district marketing, placemaking, public safety, storefront improvements, and other quality of life enhancements.



Commercial District Needs Assessment Reports available through the Neighborhood 360° Program

The published CDNAs cover Downtown Flushing, Downtown Staten Island, East Harlem, East New York, Inwood, and Jerome Avenue. Neighborhood 360° is the first ground-up community engagement and planning process that proactively partners with local stakeholders to identify commercial district challenges while providing direct resources to follow-through on community-led solutions. In addition to the CDNAs and the annual \$3 million grant funding, the program also places paid, full-time community development fellows at ten CBOs citywide to provide further support in executing commercial district projects.



Commitments Tracker Released to Provide Ongoing Update on City Commitments in East New York

In East New York, the City's first approved neighborhood plan and rezoning, the City has made progress on wide-ranging commitments to achieve the plan's goals of preserving and creating affordable housing, fostering economic opportunity and making improvements to community resources. The City recently released an RFP for the development of a City-owned site at Atlantic Avenue and Chestnut Street where 200 units of affordable housing are expected to be built, along with retail or community facility uses. The past year also saw the launch of a Homeowner Help Desk, which provides legal and housing counseling services to homeowners, and Community Retrofit NYC, which supports small and mid-size building owners to pursue energy and water upgrades. A new Workforce1 Career Center opened in East New York to better connect local residents to job opportunities.

The City has made significant progress towards investments in community resources such as parks, schools and community facilities. New York City Parks

held public workshops where community members could share their neighborhood expertise and vision for improvements to Highland Park, City Like Park and Callahan Kelly Playground. The City has announced the selection of a City-owned site at Atlantic Avenue and Chestnut Street for a new 1,000 seat school in East New York, and committed additional funds to improvements at 27 local schools. In October 2016, the NYPD held a community visioning session to gather input on local community members' ideas for programs and activities at the new community center at 127 Pennsylvania Avenue.

Each year, the Mayor's Office of Operations will publish an update on these initiatives that details the status of each commitment made to Council Member Rafael Espinal and the New York City Council. Additionally, the New York City Department of Housing Preservation and Development will issue annual progress reports on housing development and preservation activity, as well as demographic and housing analyses every three years.



Construction began for improvements to the multi-purpose NYPD community center at 127 Pennsylvania Avenue



Initiative 1: Support creation of vibrant neighborhoods by alleviating barriers to mixed-use development and utilizing available financing tools

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
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 HPD SBS EDC	In Progress / Funded	North Brooklyn Industry & Innovation Study continued, with a preliminary land use framework and transportation improvement recommendations presented to residents and community stakeholders on September 28, 2016.	› Complete the North Brooklyn IBZ study and release findings	Delayed	› Devise strategies and recommendations for land use or other interventions, pending findings of the North Brooklyn IBZ study
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.	DCP HPD	In Progress / Funded	EDC has decided not to renew the A-STEP program, and is collaborating closely with SBS on its comprehensive marketing, technical assistance, and grant program - "Love Your Local" which launched in February 2017. Commercial District Needs Assessments were completed and reports published for six neighborhoods around the City in fall 2016. As a complement to the reports, grants to Community Based Organizations will support implementation of commercial revitalization services and recommendations, which started in March 2016.	› Provide A-STEP benefits to small businesses citywide	Re-considered	› Assess A-STEP program alternatives and consider renewal of tax exemption
				› Provide A-STEP benefits to small businesses citywide	Partially Complete	› Deliver Commercial Revitalization service program to local commercial corridors, through partnerships with CBOs
				› Launch Neighborhood 360 Fellows program, with first rounds of 10 fellows to begin at CBOs in Summer 2016	Completed	

Initiative 2: Make strategic investments for livable neighborhoods

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.4.2. Align infrastructure investments and services in neighborhoods slated for growth.	DCP	In Progress / Budget Neutral	As part of the East New York Neighborhood Plan, the City has begun work on capital commitments outlined that will serve to improve the quality of neighborhood parks and open spaces, as well as neighborhood connectivity. The Department of City Planning and the Office of Management and Budget, in partnership with other City agencies, continue collaborative and strategic growth planning as part of the Ten Year Capital Strategy.	› The City, through DCP, will review the 10 Year Capital Strategy processes and will recommend allocations of NDF funds for neighborhoods to be certified in spring through fall 2016	Partially Complete	› Additional review of 10YCS processes, and subsequent recommendations for future neighborhoods included in the PLACES initiative



Goal: Culture

Art and culture is all around us and part of what makes New York City such an inspiring place to live, work, and visit. Recent research suggests that art and culture is not a luxury, rather a critical component in developing healthy, safe, and vibrant neighborhoods.

The NYC Department of Cultural Affairs (DCLA) has made great progress on helping to support cultural organizations in underserved neighborhoods through the Building Community Capacity Program; expanding access to art through City agencies through the Public Artist in Residence program; and working across City agencies to streamline permitting for art and cultural events in the public realm. While there is much that City agencies already do to support arts and culture, there is much more we can do.

As the City prepares to release its first-ever cultural plan, the Department of Cultural Affairs has been heavily engaged in meeting with residents, artists, and a broad cross section of the city and the cultural community to help define the future of culture in New York City. The plan will outline a vision for increasing the prevalence of art and culture equitably throughout the city, as well as building, strengthening, and more strategically coordinating existing agency cultural efforts.



Photo by Amina Hassen

Participants at the Jamaica Is... Vision Summit brainstorming about the future of art and culture in southeast Queens



INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Rate of cultural participation in key neighborhoods</p>	<p>2.7 cultural experiences per household a year (2015)</p>	<p>N/A</p>



City Makes Progress with Building Support for Culture in Low-Income Neighborhoods and New Research Illustrates the Linkages Between Culture and Social Wellbeing in New York City

The University of Pennsylvania's Social Impact of the Arts Project (SIAP) released a report that indicates that the presence of cultural assets in low-income communities correlates strongly with positive social impacts in those neighborhoods. Some of these impacts include the decline of poor health indicators and crime, an increase in child welfare, and student test scores. Additionally, SIAP's research found that although cultural organizations have strong ties with the City's political and administrative infrastructure, they could better strengthen their communities' social wellbeing with strengthened intra-community networks.

The agency had begun to address these issues through the Building Community Capacity (BCC) program before the completion of the SIAP report. The program was designed to strengthen intra-community networks between cultural organizations, other community-based organizations, small businesses, libraries, and other City agencies. We are pleased to find that SIAP's recommendations align with the design of BCC and that we anticipated the value of this kind of work in advance. Working in northern Manhattan, the south Bronx, east Brooklyn and southeast Queens, the BCC program has started to develop a common agenda for community collaboration and space for arts and cultural activity, mapped cultural assets, developed an artist registry, and conducted surveys and held interviews with community members about their cultural interests.



Participants at the CreateNYC Neighborhood Workshop: Far Rockaway brainstorming about the future of art and culture on the Rockaway peninsula

Photo by Nadia Elokdah



City Launches Community Engagement Process for the First-Ever Cultural Plan: CreateNYC

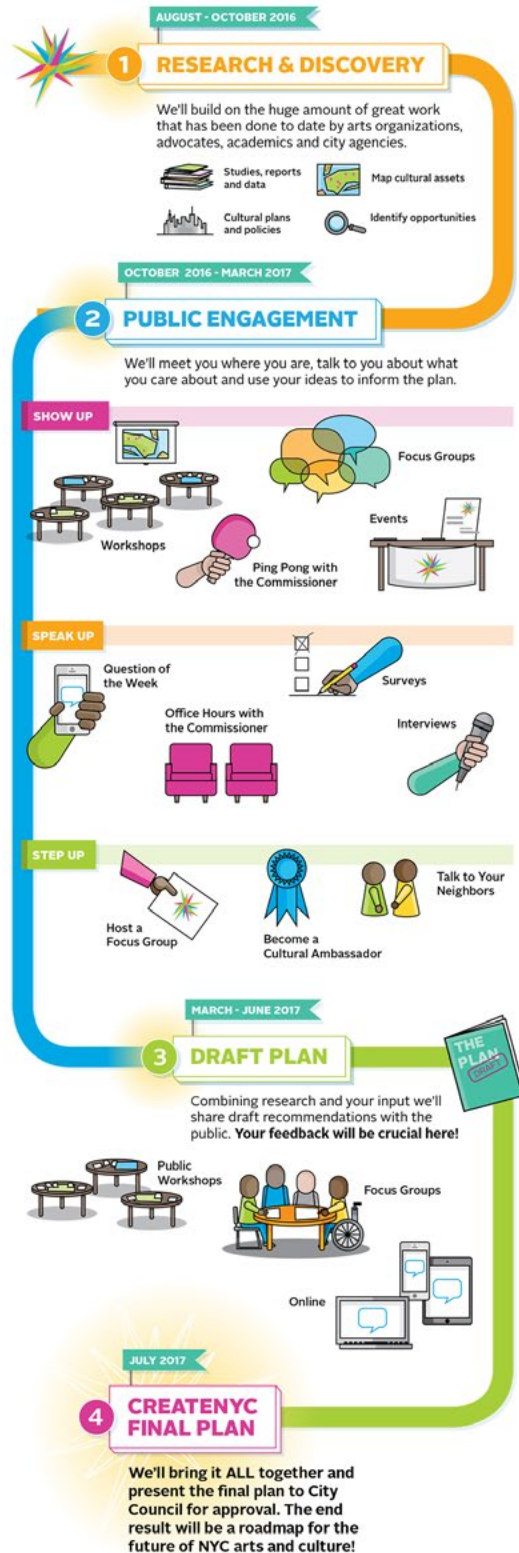
In June 2015, Mayor Bill de Blasio signed legislation requiring the City to produce its first-ever comprehensive cultural plan: CreateNYC. CreateNYC will become a roadmap to guide the future of arts and culture in NYC. The Department of Cultural Affairs has successfully leveraged the Building Community Capacity program to involve residents at the community level in the Cultural Plan. BCC helped make the process more equitable by enabling deeper engagement with low-income neighborhoods, which will inform the results of the Cultural Plan.

CreateNYC represents an opportunity to build upon the existing, strong foundation of arts and cultural programs across the city and further expand their reach and depth across communities, to ensure that all New Yorkers have access to and see themselves reflected in the rich arts and cultural life of our city.



Photo by Nadia Elokdah

Participants at the CreateNYC Neighborhood Workshop: Far Rockaway mapping cultural assets in Far Rockaway and across Queens





BUILDING COMMUNITY CAPACITY PROGRAM IN ACTION

Jamaica, Queens has developed "man on the street" video vignettes giving residents and local business owners the opportunity to share what they love about Jamaica. The vignettes debuted at the Visioning Summit in March.

As a direct result of its Visioning Summit, Northern Manhattan created a Grant-Writing Clinic to help people without experience or who have language barriers apply for funding opportunities. Two sessions have been conducted and two more were scheduled for February and March.



Photo by E. Abreu Visuals

Attendees at the Northern Manhattan Arts and Culture Summit discuss their vision for local arts and culture



Photo by Emma Howard



(Left images) At BCC kickoff, participants share their community histories to discover commonalities and differences between the four neighborhoods



Photo by Edwin Pagan

Bronx Culture Collective members discuss collaborations with Melrose community gardeners at El Coqui Community Garden



PUBLIC ARTISTS IN RESIDENCE (PAIR) PROGRAMS SUPPORT VETERAN, LGBTQ, AND IMMIGRANT COMMUNITY VOICES



Photo by Paxton Winters

Department of Veterans' Services (DVS) + Bryan Doerries, Theater of War Productions

With a \$1.365 million grant from the Stavros Niarchos Foundation, DVS, DCLA, and the Brooklyn Public Library partnered to develop the newest Public Artist In Residence (PAIR) project with artist Bryan Doerries and his Theater of War Productions. Over the course of two years, Doerries and City partners will present social impact theater projects with (and for) veterans and their communities across the five boroughs. Sixty-five live interactive events featuring professional actors and community members are planned.



The Lost Collective with the residents of the LGBTQ+ youth homes at the Nuyorican Poet's Café for *Big Bang*, an exhibition of youth art work.

Administration for Children's Service (ACS) + The Lost Collective

Over the past year, theater artists and activists Keelay Gibson, Rebeca Rad, Josh Adam Ramos, and Britton Smith of the Lost Collective joined ACS as official Public Artists In Residence (PAIR). The Collective worked with 30 LGBTQ+ youth in five group homes across the city to form spaces for creative agency and expression. The youth delved into a range of projects—from self-portraiture, voguing, and cooking to martial arts and autobiographical music videos. The PAIR artists built meaningful relationships with the youth, exposing them to artistic happenings, practices, and other NYC artists. The residency culminated in a public exhibition of work by the youth, including performances at the Nuyorican Poet's Café.



Initiative 1: Ensure well-used, high-quality cultural facilities and programming in all neighborhoods

(Source: OneNYC 2015)



Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.5.1A. Provide funding and capacity-building support to local cultural organizations to create public art and programming in underserved areas.	DCLA	In Progress / Funded	The NYC Department of Cultural Affairs has continued to support cultural organizations in the South Bronx, East Brooklyn, Jamaica, and northern Manhattan as part of the Building Community Capacity Program to foster robust, cross-sector cultural networks in low income communities.	› Receive and review first year progress reports from each grantee	Completed	› Complete capacity-building workshops, programming, marketing, and evaluation
1.5.1B. Facilitate cultural partnerships, such as artists in residence, in public agencies.	DCLA	In Progress / Funded	The NYC Department of Cultural Affairs, has added two new artist in residence partnerships for a total of six to date. As of this report, the City now has partnerships with the NYC Housing Authority (NYCHA), the Mayor's Office of Immigrant Affairs (MOIA), the Mayor's Office of Veterans' Affairs (MOVA), the NYC Administration for Children's Services (ACS), a second project with the new Department of Veterans' Services (DVS), and the Department of Design and Construction (DDC) to participate in NYC's cultural life as an element of each agency's enhanced services. The MOVA and ACS partnerships were completed this spring.	› Complete partnership with MOVA and partnership for artist-in-residence program with ACS	Completed	› Successfully complete partnerships with ACS, MOVA, and NYCHA
1.5.1C. Streamline the permitting process in order to increase access to public spaces and facilities for community events.	DCLA	In Progress / Budget Neutral	The NYC Department of Cultural Affairs, hosted workshops within Building Community Capacity cultural organizations on securing permits for cultural programming in public spaces. The relevant permitting City agencies are strategizing further collaborations to facilitate making the permitting process easier for programming in public spaces.	› Develop and offer workshops for arts organizations on the process of securing permits to present cultural programming in public spaces	Completed	› Assess recommendations and work to ease the permitting process
				› Present recommendations on permitting improvements	Completed	
1.5.1D. Increase use of parks and public spaces by expanding cultural, educational, and civic engagement programming available to the public.	DCLA	Not Started/ Not Funded	This initiative is not yet funded.		Delayed	



Goal: Transportation

New York City’s transportation network will be reliable, safe, sustainable, and accessible, meeting the needs of all New Yorkers and supporting the city’s growing economy.

New York City is home to the most complex urban transportation network in North America: a dense web of streets, bridges, tunnels, subways, bus routes, and bike paths. The City continues to focus on making travel across the five boroughs safer and greener and expanding transportation choices for all New Yorkers. From expansion of our bike network, to implementation of new Select Bus Service (SBS) with Metropolitan Transportation Authority (MTA), to the investments in our roads and bridges, and preparations for a new ferry system, the City made tremendous progress towards its OneNYC goals this past year.

INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Increase overall rail transit capacity into the Manhattan Central Business District between 8-9 am by 20 percent by 2040</p>	<p>642,290 person rail transit capacity to Manhattan CBD (2017)</p>	<p>627,890 person rail transit capacity to Manhattan CBD (2015)</p>
 <p>Increase the share of cargo moved within the region via rail and water</p>	<p>7.0% share of cargo volumes by rail (2012)</p> <p>5.0% share of cargo volumes by water (2012)</p>	<p>2.3% share of cargo volumes by rail (2007)</p> <p>5.0% share of cargo volumes by water (2007)</p>



NYC Ferry Launching in May

Citywide Ferry Service, officially named “NYC Ferry,” is the City’s ambitious initiative to expand ferry service in the New York Harbor. By connecting waterfront neighborhoods with job centers at the cost of a subway or bus fare, NYC Ferry is designed to increase access to opportunity for approximately half a million New Yorkers living within a half-mile radius of the ferry landings.

NYC Ferry will launch the brand new Rockaway Route in May and incorporate the existing East River Route. Both routes will cost just \$2.75 a ride and include free transfers to other ferry routes within the NYC Ferry system. Later this summer, additional routes to South Brooklyn and Astoria will launch, and in 2018, service to Soundview and the Lower East Side will begin.

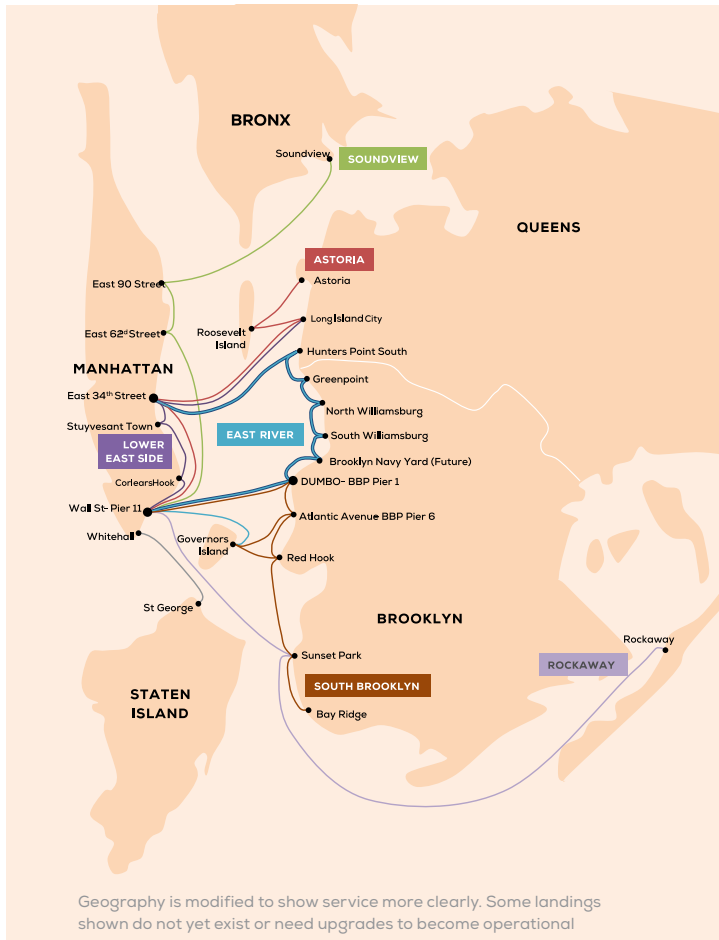


First newly built NYC Ferry boat arrives

With 20 vessels that each carry 149 passengers, this new fleet will provide passengers with a comfortable ride along with onboard amenities such as Wi-Fi, bikes and surfboard racks, and stroller parking. NYC Ferry will operate at over 20 landings across New York City and by 2018, will accommodate an estimated 4.6 million trips per year across the six routes, which were selected to connect traditionally underserved transit communities to job centers.

NYC Ferry is hiring for the first of 200 jobs including positions such as captains and deckhands. Jobseekers can apply directly at www.ferry.nyc/jobs. These new jobs will pay the City’s Living Wage or higher and provide comprehensive benefits.

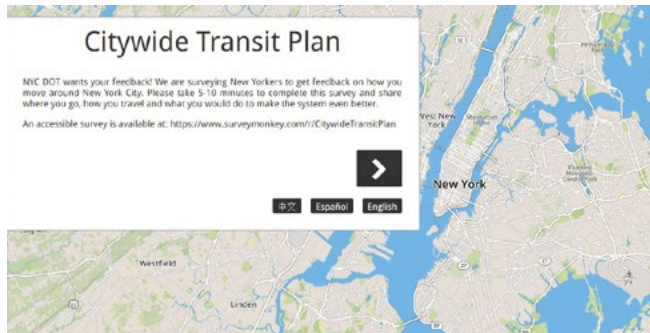
Many of the jobs will be at the new homeport facility at the Brooklyn Navy Yard which is currently under construction. It will be fully outfitted by early 2018, enabling passenger service to an additional stop on the East River route.





Improving Bus Service Now with an Eye Toward the Future

The New York City Department of Transportation (DOT) and the MTA continued their pace of completing three SBS projects a year, bringing faster and more reliable bus service to the B46 on Utica Ave in Brooklyn, the Q70 LaGuardia Link in Queens, and M23 on 23rd Street in Manhattan. SBS has become an essential part of the City’s transit network, with 12 SBS routes in operation and another three planned for 2017. Together these 15 routes will carry over 380,000 passengers a day, 15 percent of the MTA’s total daily bus ridership of 2.5 million.



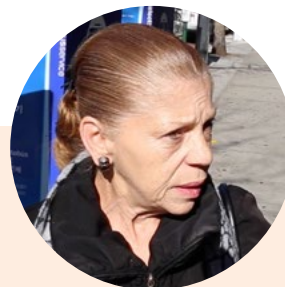
Looking to 2018 and beyond, the City has begun planning for the next generation of SBS routes, bus improvements, and major transit investments. With input from the community, elected officials, and other stakeholders, DOT is currently developing a Citywide Transit Plan. The plan will identify the greatest travel needs and then define priorities for enhancing transit service for our neighborhoods and connecting all residents to safe, convenient, and reliable public transportation. DOT plans to release the results of the study in the fall of 2017.

SO WHAT DO NEW YORKERS THINK ABOUT SELECT BUS SERVICE?

Overall, SBS improves bus travel times by 10 to 30 percent and increases ridership by 10 percent. But what do New Yorkers think about the service? To find out, DOT hit the streets to ask riders for their opinions.



“It’s much more efficient now, people get on the bus more quickly. I mean it’s just a good service. Quite frankly it’s almost as good as taking the subway in terms of time, coming uptown.”
 Gerald, Upper East Side Resident—M86 SBS Rider



“I ride the Q44 down Main Street, through Jamaica. Before the Q44 was a Select Bus there were many delays because of the swiping of the cards and the forming of the lines. Where here, people just go in, already have their tickets, and it’s a smooth ride.”
 Inez, Jamaica, Queens Resident—Q44 SBS Rider



“I know I can get to a farther distance usually faster because there’s not so many stops. So I feel more incentivized to take the [SBS] bus over the local bus because I know that I’ll probably get to where I need to go faster.”
 Ellen, Columbia University Student—M60 SBS Rider



A Record Year for Protected Bike Lanes

As part of its commitment to Vision Zero and to doubling the number of frequent cyclists citywide, the City is investing heavily in expanding its bike network. Research has shown that bike lanes, particularly those that are physically separated from traffic, improve safety not only for bike riders, but also for pedestrians and motorists. Each year, DOT aims to install 50 lane miles of bike lanes, including ten miles of protected lanes.

In 2016, the agency surpassed these targets, implementing 80 miles of bike lanes, including a record 18 lane miles of protected lanes. DOT completed 19 protected bike lane projects, including a two-way bike path on the Pulaski Bridge connecting Brooklyn and Queens, a two-way bike path connecting Chrystie Street to the Manhattan Bridge, and protected bike lanes on Queens Boulevard. With the completion of projects on First Avenue, it's also now possible to ride on a fully protected bike route from Brooklyn to the Bronx via Manhattan.



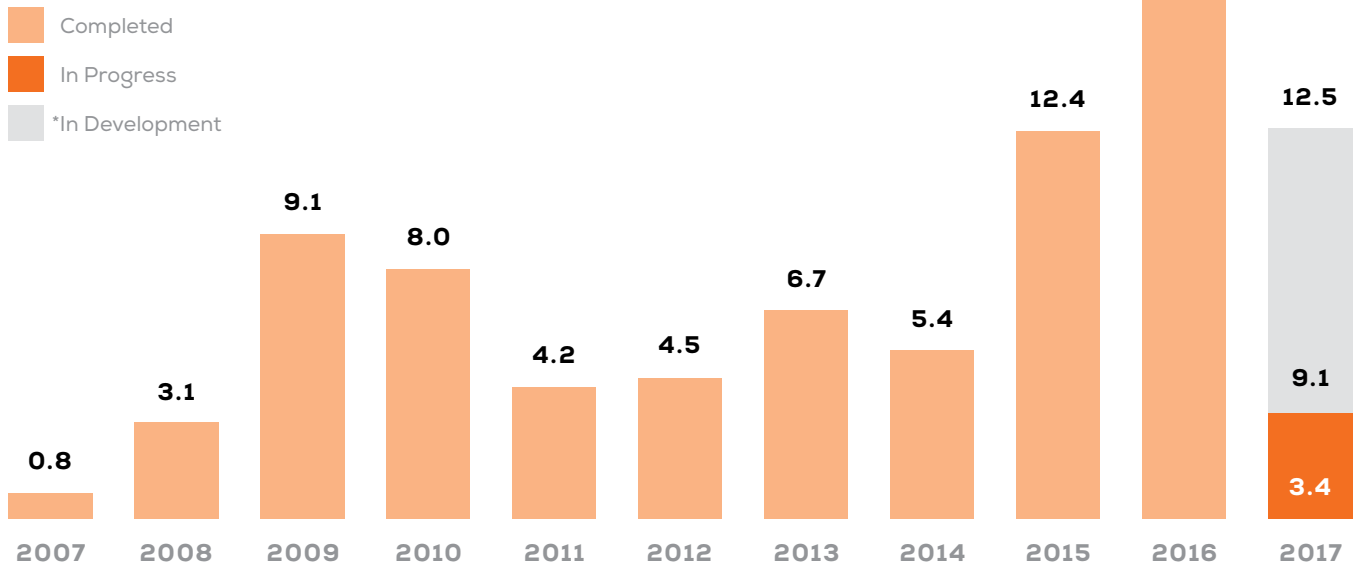
Constructing the Hoyt Avenue North protected bike lane in Queens



Queens Boulevard Corridor Calming (2.7 protected lane miles)

PROTECTED BICYCLE LANE IMPLEMENTATION

(in miles)



*In Development projects are added as they are announced



SBMT serves as a vital facility for assembling and transporting parts for the future New York Wheel

City Takes a Holistic Approach to the Future of Freight in NYC

NYCEDC continues to promote multimodal diversity through its efforts to reactivate the South Brooklyn Marine Terminal and expand the USDOT Marine Highway Program, enabling more effective trans-Hudson maritime freight flows. Additionally, NYCEDC supports the Cross Harbor Freight Program Tier 2 EIS, which seeks to construct a rail tunnel from New Jersey to New York via the Brooklyn waterfront. NYCEDC also supports additional investments at the 65th Street Rail Yard in Sunset Park to strengthen rail entering NYC’s “southern gateway.”

Most recently, NYCEDC has taken the lead in a comprehensive strategy to optimize existing freight infrastructure and explore new freight concepts to handle goods cheaper, faster, and with reduced impact on communities and the environment. NYCEDC will look broadly at improving goods movement in the NYC region, including terminals and freight corridors. NYCEDC will engage the private sector as well as public agencies involved in freight planning that include NYCDOT and the Port Authority of New York and New Jersey.



Initiative 1: Support full funding of the MTA capital plan

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.6.1 The City will look to every level of government to support the modernization and expansion of New York's transit system.	DOT Inter-governmental Affairs (IGA)	In Progress / Funded	In May 2016, the MTA's 2015-2019 Capital Plan was formally approved by the Capital Plan Review Board and the MTA has begun work on numerous projects.	› Continue to support the MTA's 2015-2019 capital plan	Completed	› Continue to support the MTA's 2015-2019 capital plan

Initiative 2: Improve existing transit services

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.6.2A. Relieve congestion on major subway corridors.	DOT	In Progress / Funded	In January 2017, the MTA opened the first phase of the Second Avenue Subway, with station stops at 63rd St, 72nd St, 86th St, and 96th St. The MTA has started design and environmental work on phase two, which will extend the line to 125th St. To relieve overcrowding, the MTA plans to complete installation of communications-based train control (CBTC) on the 7 line by the end of 2017. Work continues on CBTC installation on the Queens Boulevard Line, with CBTC projects on the Eight Avenue and Culver Lines scheduled to begin in 2018. The MTA also plans to begin procuring open-gangway subway cars to further expand capacity.	› Continue to engage with the MTA on vital transit service improvement projects	Completed	› Continue to engage with the MTA on vital transit service improvement projects
1.6.2B. Improve and expand bus transit throughout the City.	DOT	In Progress / Funded	The City and the MTA continue to expand Select Bus Service (SBS), implementing SBS on the B46 SBS (Utica Ave) in July 2016, the LaGuardia Link (Q70) in September 2016, and the M23 (23rd St) in November 2016. There are now 11 SBS routes in operation, with three more slated for launch in 2017: Bx6 SBS (161st St), M79 SBS (79th Street), and Q52/53 SBS (Woodhaven Boulevard). The City will continue planning, design, community outreach, and implementation to meet its goal of implementing 20 SBS routes by 2020. Beyond SBS, 125 bus countdown clocks were installed in 2016, with 225 additional units scheduled to be in place by the end of 2017. The City also completed bus priority projects at 96th St and Madison Ave in Manhattan and Adams St/Fulton in Brooklyn.	› Launch SBS on the following routes: – Bx6 (161st Street) – M23 (23rd Street) – B46 (Utica Avenue) – Q70 (LaGuardia via BOE) › Install bus lane cameras on the Webster Avenue route › Install 350 Bus Time Signs › Launch bus priority projects at 96th Street and Madison Avenue and Adams Street at Fulton Street	Partially Complete Completed Partially Complete Completed	› Launch SBS on the following routes*: – Bx6 (161st Street) – M79 (79Th St) – Q52/53 (Woodhaven Blvd.) › Develop additional bus priority measures beyond SBS routes › Continue to install Bus Time Signs
1.6.2C. Leverage the commuter rail system to better serve New York City communities.	DOT	In Progress / Call for Action	The MTA plans to initiate engineering for the Metro North Penn Station Access project in 2017. After advocacy by the City, other elected officials, and transit advocates, the MTA announced in January 2017 that it will undertake a field study of reduced commuter rail fares and a free commuter rail to subway transfer for select intra-city trips. The pilot is expected to focus on roughly a half a dozen stations in Brooklyn and Queens, with the new fare being offered to passengers travelling to Atlantic Terminal.	› Work with the MTA to initiate study of commuter rail fare policy for intracity trips and study of Atlantic Avenue branch conversion to rapid transit	Partially Complete	› Work with the MTA to complete study of Atlantic Branch conversion prior to preparation of draft 2020-2024 MTA capital plan › Work with the MTA to implement the commuter rail fare field study and evaluate its costs and benefits*



Initiative 3: Plan for major expansions of the transit network

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.6.3A. Develop a regional transit strategy to address the growing number of commuters from west of the Hudson River.	DOT	In Progress / Call for Action	In 2016 the City continued to be an active participant in discussions on trans-Hudson transportation issues. On Gateway, the City supported efforts by the Gateway Development Corporation to advance the Hudson Tunnel Project, which will create two new rail tunnels connecting New York and New Jersey. The City, along with local elected officials, also successfully advocated that the Port Authority engage more fully with the City and local stakeholders and take a more regional approach as part of the planning for the replacement of the Port Authority Bus Terminal	› Continue to engage with government partners on regional transit projects	Completed	› Continue to engage with government partners on regional transit projects
1.6.3B. Study new subway routes in underserved communities and other improvements to the subway network.	DOT	In Progress / Funded	The MTA, with input from the City, has started the design of the connector between the Junius Street 3 station and the Livonia Avenue L station. Additional design work is underway at other priority locations identified by the City, including Broadway Junction (A/C/J/L/Z) and Marcy Avenue (J/M/Z), both in Brooklyn. The MTA and the City have also commenced work on the Utica Avenue subway extension study.	› Initiate the Utica Avenue subway extension study and identify station improvements to advance to design	Completed	› Continue to partner with the MTA to advance the Utica Study and station improvement projects
1.6.3C. Expand the ferry network.	EDC	In Progress / Funded	<p>NYC Ferry is on track for launch in summer 2017. This new service will incorporate the existing East River Route and a new Rockaway route. Later in the summer, NYC Ferry will launch new routes to South Brooklyn and Astoria. Service to Soundview and Lower East Side will begin in 2018.</p> <p>Construction on the new ferry landings began in early 2017, including the Rockaways, Astoria, and Bay Ridge, Red Hook, Brooklyn Bride Park- Pier 6 with others following in summer 2017. In addition, construction is underway on a new homeport facility at the Brooklyn Navy Yard, a 56,000-square-foot maintenance and storage facility that will include berthing space for 25 boats, supplies and parts, and utilities, including a 40,000-gallon diesel fueling system. It will provide routine maintenance including exterior and interior cleaning, restocking of food and beverage items, fueling and basic repairs. It will be fully outfitted by early 2018, enabling passenger service to an additional stop on the East River route between South Williamsburg and Brooklyn Bridge Park.</p>	› Complete Environmental Impact Statement	Completed	› Launch the 2017 Ferry Routes
				› Obtain permits for landing installation	Partially Complete	› Begin landing installation for the 2018 routes
1.6.3D. Expand and improve service to and within Staten Island.	DOT	In Progress / Funded	The MTA plans to begin design and environmental work on the North Shore BRT project in 2017. The MTA is also conducting a study of all bus service on Staten Island. The City and the MTA will implement Transit Signal Priority on Victory Blvd in 2018. This change is due to an MTA delay in equipping its buses with TSP equipment. To date, the City has installed three bus time sign in Staten Island, and plans at least 50 more installations by the end of 2017.	› Install 100 Bus Time signs on Staten Island	Delayed	› Install 70 Bus Time signs on Staten Island*



Initiative 4: Expand the City's bike network

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.6.4A. Continue to expand the City's bike lane network, especially to neighborhoods with limited bike infrastructure.	DOT	In Progress / Funded	DOT is committed to installing 50 miles of bike lanes each year, 10 miles of which are protected bike paths. DOT installed 80 miles in 2016, including a record 18 miles of protected bike path. The 18 miles of protected lanes surpassed 2015's record output of 12 miles.	› Install an additional 50 lane miles of bike lanes	Completed	› Install an additional 50 lane miles of bike lanes
1.6.4B. Improve bike access on bridges.	DOT	In Progress / Funded	In 2016, the City completed the Pulaski Bridge separated bike path and bike access improvements to the Willis Avenue Bridge and the Manhattan Bridge. The City continued to advance capital bike projects on the Broadway and Brooklyn Bridges. The City also continued work on the Harlem River Bridges Access Plan, holding three rounds of workshops. The plan will be published in the spring of 2017 and will inform several bike and pedestrian projects in 2017.	› Complete two additional Street Improvement Projects around bridges	Completed	› Complete two additional Street Improvement Projects around bridges
				› Complete the Harlem River Bridges Access Plan	Delayed	
1.6.4C. Expand bike share.	DOT	In Progress / Budget Neutral	Citi Bike began its second expansion in August of 2016, increasing the Citi Bike service area to include Manhattan up to 110th Street, Boerum Hill, Cobble Hill, Carroll Gardens, Gowanus, Park Slope and Red Hook. Citi Bike also increased station density on the Upper West and Upper East Sides. The bike share network will continue to grow in 2017. The remaining scheduled expansion will bring Citi Bike further north to 130th Street in Manhattan, to Astoria in Queens, and to Prospect Heights and Crown Heights in Brooklyn. By the end of 2017 the system will contain approximately 750 stations and 12,000 bikes, doubling the size of the initial system launched in 2013.	› Expand Citi Bike north in Manhattan and into new Brooklyn neighborhoods including Boerum Hill, Cobble Hill, Carroll Gardens, Gowanus, and Red Hook	Completed	› Complete Phase 2 Citi Bike expansion
				› Add new stations to neighborhoods in the existing Program Area	Completed	

Initiative 5: Expand the accessibility of the City's transportation network to people with disabilities

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.6.5A. Increase accessibility of the pedestrian network to people with disabilities.	DOT	In Progress / Funded	The City continues to make its pedestrian network more accessible. In 2016, the City brought on an additional eight in-house concrete work crews to upgrade pedestrian ramps and upgraded 818 pedestrian corners. The City also installed Accessible Pedestrian Signals (APS) at 78 intersections, with another 75 planned for 2017. As part of its Connected Vehicles (CV) pilot, the City is developing an application to help people with vision impairments more safely navigate intersections. In 2017 the City will bring on a contractor to build the system and test it at 10 signalized intersections.	› Install APSs at 75 additional intersections.	Completed	› Continue to expand the pedestrian ramp program
				› Deploy eight additional in-house concrete crews to install pedestrian ramps	Completed	



Initiative 5: Expand the accessibility of the City’s transportation network to people with disabilities

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.6.5B. Improve accessibility to bus services for transit users with disabilities.	DOT	In Progress / Partial Funding	In 2016 the City completed Bus Stops Under the EI (BSE) improvements at 13 locations, bringing the total to 19, and started construction on an additional three. The construction start date for five locations was changed to 2020 due to scope and funding changes.	› Complete BSE improvements at 19 locations and start construction at an additional 3	Completed	› Complete BSE improvements at 3 locations and continue design at an additional 5 locations*
1.6.5C. Improve convenience and reliability of modes of transit for New Yorkers with disabilities.	TLC MOPD	In Progress / Funded	The MTA has begun testing the use of taxis, SHLs and FHV’s in its Access-A-Ride (AAR) program to understand the framework for shifting some trips to TLC-regulated vehicles. The MTA plans to move forward with a formal pilot program in 2017. Rules regarding the upcoming launch of TLC’s citywide Accessible Dispatch Program were passed on 12/8/16. The program will launch by late summer 2017, incorporating both medallion and borough taxis (yellows and greens) into the central dispatch system that connects passengers to wheelchair-accessible vehicles in all boroughs.	› TLC will finalize a contract and begin program implementation with an Accessible Dispatch vendor to connect customers with disabilities to accessible taxi service citywide	Completed	› TLC will launch citywide Accessible Dispatch* › The MTA will launch a formal pilot program using TLC-regulated vehicles for some of its Access-A-Ride trips

Initiative 6: The City will make the trucking sector greener and more efficient, and continue to expand freight movement via rail and water where possible

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.6.6A. Encourage water and rail freight to the New York region through projects such as the Cross-Harbor Rail Tunnel and Brooklyn Marine Terminals.	EDC	In Progress / In Planning	EDC continues to promote multimodal diversity through its efforts to reactivate the South Brooklyn Marine Terminal. Additionally, EDC supports the Cross Harbor Freight Program Tier 2 EIS.	› Execute a lease with a maritime industrial tenant(s) for SBMT	Delayed	› Fully activate SBMT with use of maritime and rail assets
				› Complete dredging study	Completed	› Work with maritime industrial tenants to identify dredging needs on Eastchester Creek
				› Port Authority to seek funding for Tier 2 Analysis of Cross Harbor Freight Program	Partially Complete	› Port Authority to begin Tier 2 Analysis of Cross Harbor Freight Program
1.6.6B. Reduce the impact of the trucks that must bring freight “the last mile” to market.	DOT	In Progress / Partially Funded	To develop the criteria Smart Fleet recognition program, DOT has conducted outreach to freight companies and equipment providers on safety devices and low noise technology. DOT also continues to develop its off-hour delivery (OHD) program. The agency is developing a three minute video and new outreach materials to promote the program. DOT is also piloting a noise monitoring program for OHDs in SoHo and developing a website where the public can view noise readings in real time and alert the staff if any trucks are making off hour deliveries and violating the low noise code of conduct.	› Establish criteria for a smart fleet recognition program	Partially Complete	› Launch a smart fleet recognition program



Initiative 6: The City will make the trucking sector greener and more efficient, and continue to expand freight movement via rail and water where possible

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.6.6C. Expand JFK Airport's air freight activity.	EDC	In Progress / Call for Action	The Greater JFK Industrial Business Improvement District (IBID) was established in December 2016 at JFK Airport, a new Foreign Trade Zone Operator was activated and the animal handling facility was opened.	› Continue to promote the FTZ program	Completed	› Continue to promote the FTZ program
				› Port Authority to complete construction of the animal handling facility at JFK	Completed	› Authorization of the Greater JFK Industrial Business Improvement District (IBID)

Initiative 7: Expand airport capacity

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.6.7 Work with PANYNJ, NY State, and the Federal Government to expand flight capacity and improve airport facilities and terminals in the region's airports, particularly LaGuardia and JFK.	EDC	In Progress / Call for Action	Construction of the LGA Central Terminal has begun. The Port Authority has announced redevelopment of Delta Terminals C and D at LGA, and the Governor's Airport Advisory Committee has issued a report calling for capital improvements at JFK.	› Continue to work with the Port Authority, New York State, and the Federal Government on airport capacity expansion projects	Completed	› Continue to work with the Port Authority, New York State, and the Federal Government on airport capacity expansion projects

Initiative 8: Provide reliable, convenient transit access to all three of the region's major airports

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.6.8 Work with the Port Authority, the MTA, and the State of New York to develop a plan for better transit options in the longer term to LGA.	EDC	In Progress / Call for Action	The Port Authority has issued an RFP for engineering and design services for an Air Train from LGA to Willet's Point. The recently adopted Port Authority Capital Plan includes funding for both the LGA AirTrain and the PATH Extension to Newark Airport.	› Continue to work with the Port Authority, the MTA, and the State of New York on transit access to all three of the region's major airports	Completed	› Continue to work with the Port Authority, the MTA, and the State of New York on transit access to all three of the region's major airports

Initiative 9: Improve the City's roads, bridges, and highways

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.6.9 Department of Transportation Bridge and Highway Structure Rehabilitation/ Reconstruction Program; and Street Reconstruction and Resurfacing Program.	DOT	In Progress / Funded	In 2016, the City resurfaced 1,325 lane miles of roads to improve the state of repair of the street network and plans to resurface another 1,300 lane miles in 2017. The City continues to make progress on the rehabilitation project for the triple-cantilever section of the Brooklyn-Queens Expressway. DOT completed site inspections, is developing a traffic model and has initiated the procurement process for a design firm.	› Resurface 1,340 lane miles of roads and continue implementation of the City road and bridge capital plan	Completed	› Continue resurfacing program.
				› Secure an engineering firm to conduct the environmental review and preliminary design for the BQE triple-cantilever project	Completed	› Continue resurfacing program. Inspections will be completed for the BQE triple-cantilever.



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Goal: Infrastructure Planning & Management

Ensuring New York City's infrastructure and built environment exemplifies global economic, environmental, and social leadership

New York City runs on a vast, complex, set of systems that are largely invisible to the public. We rely on thousands of dedicated professionals to operate and maintain these systems, and to plan and build for the future.

While the City has made great strides in achieving a state-of-good-repair for essential infrastructure, there is much more work to be done. It is notoriously difficult and expensive to build and maintain infrastructure in New York City. We are densely populated and our roads and bridges are aging and highly trafficked. There is a longstanding pattern of projects falling behind schedule or exceeding their budgets, so we are making a concerted effort to apply the most modern and effective project delivery methods. The City recognizes the need to continuously improve its methods and processes for delivering projects faster and more cost effectively. At the same time, we need the cooperation of other levels of government in order to institute best practices.

New York State presides over the fundamental laws and regulations governing public construction. In 2011, the State authorized the use of design-build contracting to reduce project costs and accelerate delivery schedules; however, use of this procurement method is limited to a handful of state agencies and authorities. Use of design-build contracting has shown to reduce project cost by an average of six percent and construction duration by 15 to 20 percent. The new Kosciuszko Bridge stands as a testament to successful design-build. This New York State DOT project went from design-build procurement to functional use in 4.5 years, significantly faster than a conventional design-bid-build process would have achieved. We are advocating that the State authorize the City to use design-build contracting as an additional tool to advance our capital program, from schools and hospitals to roads and bridges and more. This will be especially beneficial as the City prepares to take on one of the most expensive capital projects in our history: replacement of the triple cantilever section of the Brooklyn-Queens Expressway (BQE). The stakes are high and design-build would yield significant savings in taxpayer dollars, while minimizing disruption to the BQE and other vital city arteries.



BQE Triple Cantilever Reconstruction

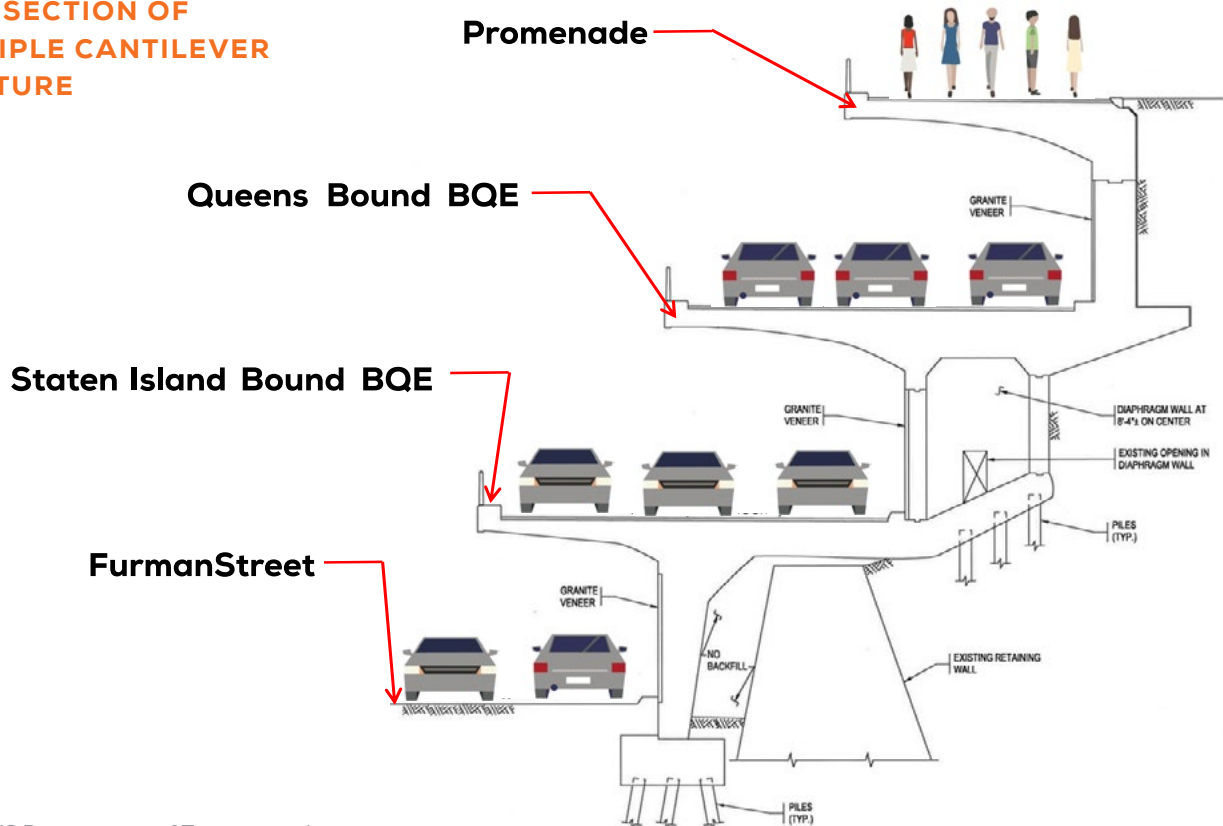


Construction of the Triple Cantilever in 1948

The BQE was built between 1944 and 1948 and carries a daily traffic volume of about 140,000 vehicles. The section of the highway from Atlantic Avenue to Sands Street, which runs through Brooklyn Heights, Dumbo, and parts of Downtown Brooklyn, consists of 21 bridges, including the unique triple cantilever structure overlooking Brooklyn Bridge Park. This section of the BQE is nearing the end of its useful life, so DOT is embarking on a comprehensive project to rehabilitate this vital section of the regional highway network.

DOT has begun the process by conducting an in-depth assessment of the structure’s condition, developing a comprehensive traffic model to evaluate design and construction staging alternatives, and initiating preliminary design. DOT hopes to use a design-build contract for the project and the City continues to advocate in Albany for the authority to employ this method.

CROSS SECTION OF THE TRIPLE CANTILEVER STRUCTURE



Source: NYC Department of Transportation



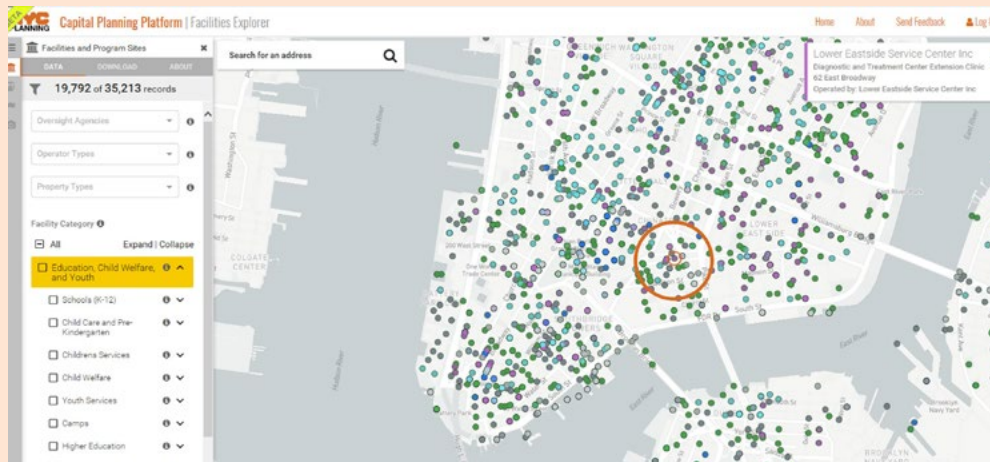
NYC FACILITIES EXPLORER

Over the past 18 months, the NYC Department of City Planning has revamped the way it aggregates, updates, and shares data on publicly and privately operated facilities that impact the quality of NYC neighborhoods. Understanding what facilities are present provides a context for the neighborhood that is vital in preparing for capital improvements, both related to services already provided and in order to minimize disruptions from unrelated capital projects. This new version of the database is replacing the Selected Facilities and Program Sites Database. The new method automatically downloads, classifies, and maps over 35,000 records from over 50 different city, state, and federal datasets. In addition to continuing to make the database available for download, the City is also making the data far more accessible by sharing it in an

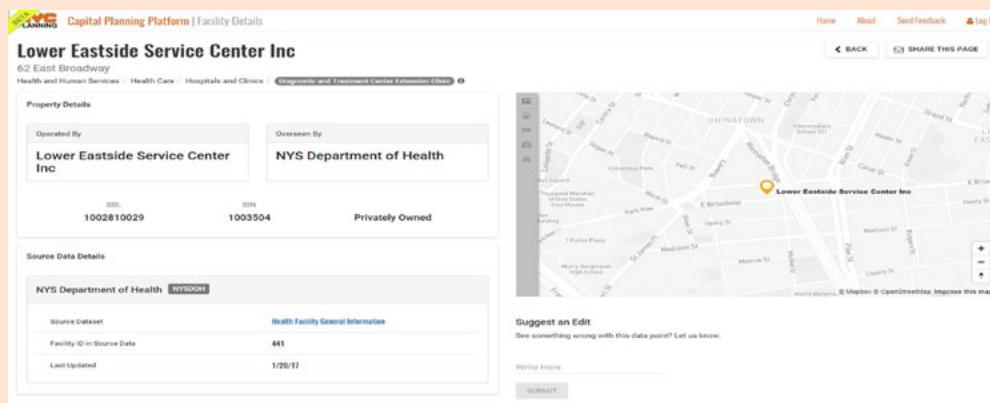
interactive map explorer, the City Planning Facilities Explorer, which publicly launched in March 2017 at <https://capitalplanning.nyc.gov/facilities>.

Over 450 types of facilities are categorized into seven domains:

- Education, Child Welfare, and Youth
- Parks, Gardens, and Historical Sites
- Libraries and Cultural Programs
- Public Safety, Emergency Services, and Administration of Justice
- Health and Human Services
- Core Infrastructure and Transportation
- Administration of Government



Clicking on any of the individual facilities allows a user to access information about the facility owner, operator, size, utilization, location, and any additional information that may be available.



The Facilities Explorer is the most comprehensive spatial data resource available of facilities run by public and non-public entities in NYC. The City is committed to refining and maintaining the data, and updating and improving the tool in the coming year.



DDC DESIGN EXCELLENCE

Released in 2016, the DDC’s “Design and Construction Excellence2.0: Guiding Principles” are a series of guidelines to ensure that public projects are built to the highest standards that comply with Mayor Bill de Blasio’s vision of a sustainable, resilient, equitable, and healthy City. They are specific and concise strategies for designers to follow to provide durable, aesthetically pleasing projects that also address key challenges such as population density and greenhouse gas emissions. By asking does a project address local hazards such as erosion or flooding, or is a building or structure welcoming to all segments of the population it’s meant to serve, the Guiding Principles lead to projects that provide the greatest opportunity to improve the lives of all City residents.



The new Elmhurst Library opened in December 2016 and is triple the size of the original library at the location. It features separate reading areas for children, teens, and adults; a main reading atrium; front and rear gardens; green roofs and advanced environmental sustainability measures; and a prominent glass cube reading room and a NYC Percent for Art project by the Artist Allan McCullum. Other features will be cyber, media, and adult learning centers; a “memory wall”; and a learning garden among its 13,000–square–feet of outdoor space.



New York Hall of Science, Queens



Staten Island Bluebelt Construction is Triple Bottom Line in Action

A \$48 million project in Staten Island’s Bluebelt system that will improve stormwater drainage and enable almost 600 homes to connect to the City’s sanitary sewer system received the Institute for Sustainable Infrastructure’s (ISI) Envision Silver Award—only the second NYC project to be recognized with such an award.

Construction proceeds on the Sweet Brook Bluebelt project that includes a new wetland at the east end of Sheldon Avenue in Staten Island. The wetland connects to the existing Annadale Wedge Pond, a manmade stormwater retention pond that is being expanded with new wetlands and step pools. Pipes are installed at a maximum depth of 12 feet to not disturb the groundwater table, and silt fences and other sediment control measures are in use during construction to prevent runoff into nearby water features. The entire area is at the head of the Sweet Brook Bluebelt system and eventually drains downstream into Richmond Creek and the Arthur Kill.

The project is being managed by the NYC Department of Design and Construction (DDC) for the NYC Department of Environmental Protection (DEP). By diverting storm water into natural channels and newly constructed wetland, the storm water is not only cleaned through the filtration of pollutants in these new natural systems, but it is diverted from the sanitary sewer system, freeing up capacity for almost 600 homes to connect to the sanitary sewer and stop using onsite septic disposal. This project involved the construction of a new storm sewer system almost three miles long and a new wetland area being built on City-owned Bluebelt land at the east end of Sheldon Avenue. The wetland connects to the existing Annadale Wedge Pond, a manmade stormwater retention pond that is being expanded with new wetlands and step pools. The entire area is at the head of the Sweet Brook Bluebelt system and eventually drains downstream into Richmond Creek and the Arthur Kill. The project also includes the planting of over 700 trees, tens of thousands of plants and wildflowers, and over 100,000 square feet of grass seeding. The Staten Island Bluebelt System epitomizes the type of triple bottom line infrastructure projects, maximizing economic, environmental, and social benefits that make the City more livable in the short-term and more sustainable over time.





Photo by Dmitry B (Wikimedia Commons)

East Midtown Skyline

Securing Funding Sources Dedicated to Core Infrastructure

Building on the successful rezoning of Vanderbilt Corridor, the Greater East Midtown plan proposes zoning changes that create capacity for new, modern office buildings along with mechanisms that enable major transit improvements, public realm investments, and preservation of some of East Midtown's most iconic landmarks. The area included in the study generates approximately 10 percent of the city's entire real estate taxes and serves as a premier national business district and regional job hub. The proposal establishes "Transit Improvement Zones" near transit hubs (Grand Central; Fifth Avenue/51st Street; Lexington Avenue/53rd Street) in which new

developments would be allowed to exceed the current Floor Area Ratio provided they undertake critical pre-identified improvements to subway stations in or near the district. Stations and improvements were selected in close consultation with the MTA based on commuter volumes, congestion points and their potential to enhance capacity between the platform and mezzanine or street. The initiative is projected to generate up to 28,000 new permanent jobs and 23,000 construction jobs over the next two decades. The Greater East Midtown plan was certified by the City Planning Commission on January 3 and is currently in the public review process.



Initiative 1: Secure funding sources that are equitable, sustainable, and dedicated to our core infrastructure

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.7.1A. Leverage land-use actions to encourage infrastructure investments.	DCP	In Progress / Budget Neutral	The Greater East Midtown rezoning proposal was certified by the City Planning Commission on January 3, 2017. The proposal was referred out to Manhattan CB 5, CB 6 and CB 8 for 60 days to review, after which it will go to the Borough President and the Manhattan Borough Board, the City Planning Commission and the City Council.	› Proposed East Midtown rezoning referred to public review.	Partially Complete	› East Midtown zoning text amendment adopted by City Council.

Initiative 2: Maximize the economic, environmental, and social benefits of infrastructure investments

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.7.2. The City should maintain a focus on achieving a state of good repair for its infrastructure assets while prioritizing projects that are socially, fiscally, and environmentally advantageous.	DCP	In Progress / Budget Neutral	In March 2017, DCP's Capital Planning Division has launched its new NYC Facilities Explorer (beta) – an interactive web map that captures 35,000+ facilities that shape the quality of NYC neighborhoods and are overseen by a City, State, or Federal agency. This new web map makes the data more accessible, allowing all New Yorkers to understand the breadth of government resources in their neighborhoods.	› Conduct a pilot of TBL methodology in one agency	Partially Complete	› Conduct preliminary assessment of economic, social, and environmental implications of the City's Ten-Year Capital Strategy



Steel liner for Kensico water tunnel



Initiative 3: Enhance capital project delivery

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.7.3A. Reform state laws to enable design-build.	Mayor's Office	In Progress / Budget Neutral	The City continues to lobby the State legislature to pass legislation authorizing the use of design-build for City agencies after last year's efforts were unsuccessful.	› Work with State legislature to pass authorization of design-build for City agencies	Delayed	› Review state construction law for other opportunities to improve project delivery
1.7.3 B. Expand the Accelerated Work Program.	DDC DEP	In Progress / Funded	<p>The City, through DDC, continued to expand the Accelerated Work Program for replacement of utilities. Construction contracts are assigned by borough. Three rounds of contracts are now in procurement or construction.</p> <p>For Series 1, construction is complete in Staten Island, Brooklyn, Queens, Bronx, and Manhattan contracts are on track for completion in summer of 2017.</p> <p>Series 2 and Series 3 contracts are in procurement.</p>	› Complete construction on all remaining contracts outside of Manhattan	Partially Complete	› Complete construction on contracts that commenced in 2016
				› Bid the second series of contracts and register for construction to commence in late fall 2016.	Partially Complete	› Complete all Series 1 contracts
						› Begin construction on all series 2 contracts
						› Bid the third and final series of contracts and begin construction
1.7.3 C. Improve project scoping and design to improve green-building and save costs.	Mayor's Office	In Progress / Funded	Twenty-six architecture and design firms have been pre-qualified and have contracted with DDC to participate in the next round of the City's Design and Construction Excellence 2.0 Program. The 26 firms will have exclusive rights until 2019 to respond to RFPs for design services for DDC projects where construction costs are projected to be \$50 million or under. The program is designed to decrease the amount of time required for DDC to procure design services, while ensuring the highest levels of quality and professionalism in construction projects managed by the agency.	› Continue to expand use of CPSD funding and in-house design capacity to support this initiative	Completed	› Continue to expand use of CPSD funding and in-house design capacity to support this initiative
1.7.3 D. Modernize project delivery requirements and project management processes.	Mayor's Office	In Progress / Budget Neutral	The City continued to work on multiple fronts to improve capital project delivery. Agencies individually, and in concert, applied improved processes and systems. City Hall also continues to regularly convene monthly performance management meetings with the City's major construction agencies.	› Continue to convene monthly performance management meetings to address significantly delayed capital projects	Completed	› Expand monthly performance management meetings



Goal: Broadband

As part of OneNYC, the City committed to bringing every New Yorker affordable, high-speed internet access by 2025.

Internet service is no longer a luxury, but an essential service that is critical to the city’s economic competitiveness and civic life. That’s why as part of OneNYC, the City committed to bring affordable, high-speed internet access to every New Yorker by 2025. This represents transformational growth from the roughly 20 percent of New York City households who currently do not have internet service at home—including nearly 35 percent of households below the poverty line. There are also businesses in underserved industrial areas in need of broadband investments.

All across the city, the de Blasio Administration has made exciting progress towards universal, affordable internet. Over a million users have registered for LinkNYC, which is transforming the City’s existing payphone infrastructure into

the fastest, free public Wi-Fi system in the world. Thousands of NYCHA residents are already benefiting from free internet service. Miguel A. Gamiño Jr., appointed by Mayor de Blasio in 2016 as the City’s Chief Technology Officer, will lead the effort towards truly universal internet within the next eight years.

Together, we’ll continue to bridge the digital divide, and make New York City the most connected and equitable city in the world.



Photos by Mayor’s Photo Office

INDICATOR	LATEST DATA	PREVIOUS DATA
Percentage of New Yorkers who report that their household has access to the internet	80% (2015)	79% (2014)
Percentage of New Yorkers with access to free public WiFi within 1/8th of a mile from home	26% (2017)	16.1% (2016)
Percentage of commercial enterprises with fast internet access at 1 gbps (gigabites per second) or higher	56.49% (2016)	54.18% (2016)



LinkNYC Surpasses 1 Million Subscribers with Kiosks Installed in All Five Boroughs

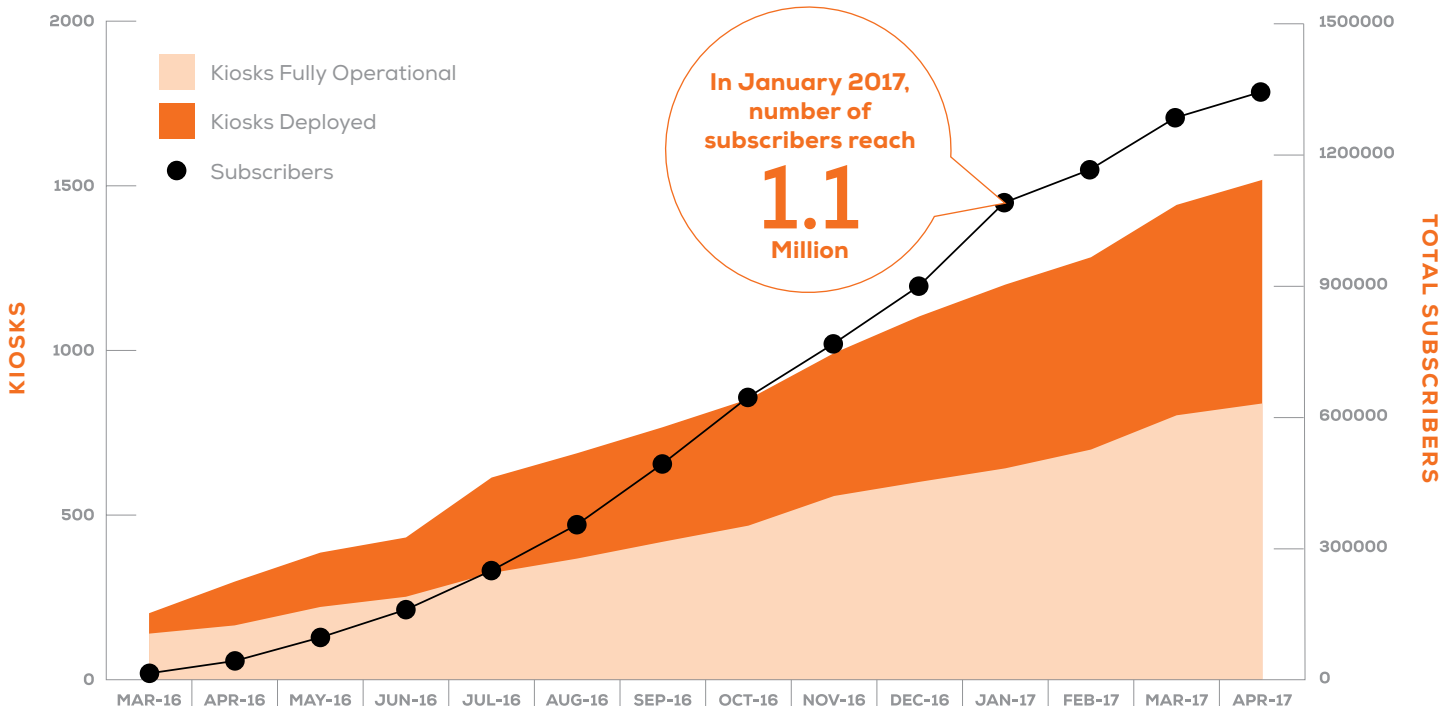
LinkNYC, the world’s largest and fastest free municipal Wi-Fi network, gained its millionth user in January 2017—less than a year after publicly launching. Today, over 1.4 million people—more than the populations of the cities of San Jose, San Francisco, Seattle, or Denver—have opted in to use the free gigabit Wi-Fi service, with approximately 40,000 new users joining the network each week. Upwards of 700 kiosks have been activated across all five boroughs, providing free high-speed Wi-Fi, free phone calls, free phone charging, and direct access to 911 and 311. Seventy-one percent of New Yorkers are aware of LinkNYC, 92 percent of whom believe in Link’s positive benefits for New York City. More Links are on the way in each borough, with new resources and benefits available for New Yorkers, too.



Photos by Mayoral Photo Office

Link NYC outlets along Third Avenue in the Bronx.

LINKNYC KIOSK DEPLOYMENT (MARCH 2016–APRIL 2017)



Source: NYC Department of Information Technology and Telecommunications



Broadband Service Provided to Over 5,000 Households in Public Housing



Quan holds a wireless router before installing in a closet.

New York City households below the poverty line are less likely to have internet access at home, including via tablets or smartphones. In 2016, the City launched Queensbridge Connected, with free Wi-Fi service that covers the Queensbridge Houses community of about 3,500 residents, with dedicated support programs for seniors and young residents and their families. Under the Obama Administration’s ConnectHome initiative, the City also partnered with the U.S. Department of Housing and Urban Development to provide 5,000 families with school-aged children living in public housing in the Bronx with new tablet computers connected to T-Mobile’s data network. In 2016 NYCHA also deployed its third Digital Van, a computer lab on wheels that tours public housing developments throughout the city to provide internet access and technology to NYCHA communities that have limited access to these services.



As part of an initiative to close the digital divide, the New York City Mayor’s Office of the Chief Technology Officer, in partnership with the Department of Information Technology & Telecommunications (DoITT) and the New York City Housing Authority, is investing \$10 million to bring free broadband service to public housing. Here is a look behind the scenes of the first installation team as they work with community residents at the Queensbridge Houses, one of the the largest housing complexes in North America.

Dave Smith, 77, a resident of the Queensbridge Houses, studies Hebrew and accounting at home with the hope of finding a job while Quan works on installing the wireless router in his closet.

(Image on page right) April works in the basement level to confirm connections are correct.

Photos by Edwin J. Torres/Mayoral Photo Office







Initiative 1: Promote competition in the residential and commercial broadband markets

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.8.1. Create new or expanded franchises and alternative service models to expand infrastructure and produce more competition and increase affordability by 2025.	Counsel to the Mayor DOITT	In Progress / Budget Neutral	DoITT has revised its Master Services Agreement (MSA) for telecoms providers and has leveraged this MSA to more efficiently negotiate stronger contracts with providers serving key policy initiatives, such as the high-speed internet providers serving NYCHA facilities. With the revised MSA, the City negotiated a vendor contract with Connect Home, a program designed to provide three years of free, high speed internet to homes with school-age children.	› Verizon FiOS corrective action plan in place.	Re-considered	› Reform franchise policies.
				› Transfer of Time Warner Cable franchises to Charter Communications complete. Review of Cablevision-Altice transfer complete.	Completed	› Issue new franchises.
				› Open new Mobile Telecom Franchise solicitation.	Delayed	

Initiative 2: Provide high-speed, residential internet service for low-income communities currently without service

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.8.2. Invest in networks providing high-speed residential access either free or at low-cost for low-income communities.	Counsel to the Mayor DOITT	In Progress / Funded	In 2016, the City began delivering free-Internet access to residents of Queensbridge Houses in Queens--the largest public housing development in the U.S. The program will be expanded to several other NYCHA developments, including Red Hook, Brooklyn; Mott Haven, Bronx; Stapleton, Staten Island; and Jefferson, Manhattan. Providing these 9,000 households and 20,000 residents with high-speed broadband is a substantial step toward the goal of serving all low-income communities in New York.	› Deliver free broadband service to at least 5000 NYCHA residents at five developments	Completed	› Deliver free broadband service to an additional 2,500 households
				› Complete two-year program to loan out 10,000 free mobile hotspots from City libraries	Completed	› Provide mobile hotspots with four years of free service to 5000 households with students in City schools
				› Collaborate with Internet service providers and City agencies to plan implementation of Lifeline program for New Yorkers	Partially Complete	› Implement Lifeline program with Internet service providers and City agencies



Initiative 3: Increase investment in broadband corridors to reach high-growth business districts, with a focus on outer borough neighborhoods

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.8.3. Increase investment in broadband corridors to reach high-growth business districts, with a focus on outer-borough neighborhoods	Counsel to the Mayor	In Progress / Partially Funded	The City, through a public-private partnership led by EDC, completed construction of five network hubs for a fixed wireless deployment serving 300 customers in Long Island City, North Brooklyn and Greenpoint-Williamsburg, with construction of a sixth hub in progress. In Southwest Brooklyn, EDC's partner completed construction from 26th-36th streets of fiber-optic backbone down 3rd Avenue and micro-trenching on side-streets for last-mile deployment; and the stretch of 36th-58th streets is in progress. These projects are bringing affordable, high speed service to some of the city's "digital deserts" in industrial business zones.	› 200 businesses in IBZs connected with new broadband service options	Completed	› Implement plans for additional zones
				› Identify service provider and business arrangement for ENY IBZ	Completed	› Conduct further reviews for broadband investments
				› Conduct reviews of additional zones for broadband investments	Completed	

Initiative 4: Promote seamless user experience across public networks to create high speed access across the boroughs

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.8.4. Ensure a successful citywide roll-out of LinkNYC network; Cover critical mass of the City's public spaces with free Wi-Fi by 2025.	Counsel to the Mayor	In Progress / Budget Neutral	The City, through DoITT, passed the milestone of one million registered LinkNYC users. A total of 839 LinkNYC kiosks are in all five boroughs, of which 679 are activated	› Install 1,000 Links	Partially Complete	› Over 1,500 LinkNYC kiosks installed
				› Complete installation of the Downtown Brooklyn wireless corridor at the Whitman and Ingersoll Houses	Completed	› All 279 of the City's below-ground subway stations have Wi-Fi
				› Complete designs of RISE:NYC networks	Partially Complete	› EDC RISE:NYC networks begin service

Initiative 5: Explore innovative ways to provide high-speed Internet to homes, businesses, and the public

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
1.8.5. Conduct research on latest broadband developments and trends to help inform the City's strategy on connectivity.	Counsel to the Mayor	In Progress / In Planning	The City completed a Proof of Concept project for an innovative way to deliver Wi-Fi on buses.	› The first pilot project is scheduled to launch in Spring 2016.	Completed	› Conduct an evaluation of the Queensbridge Houses broadband implementation

VISION 2

Our Just and Equitable City



PROGRESS 2017

The City is working to ensure that all New Yorkers have access to education, well-paying jobs, physical and mental health care, and other services and opportunities that will allow them to live in dignity and security.

CONTENTS OF VISION 2 Our Just and Equitable City

GOAL: Poverty Reduction

GOAL: Early Childhood

GOAL: Integrated Government & Social Services

GOAL: Healthy Neighborhoods, Active Living

GOAL: Healthcare Access

GOAL: Criminal Justice Reform

GOAL: Vision Zero

Registration for full-day pre-k, which was 20,000 before the Pre-K for All initiative, rose at the start of the 2016-2017 school year to

69,510 children

The number of babies born at Baby Friendly Hospitals increased last year from 8.8% in 2015 to

15.8% of births

The number of people raised out of poverty or near poverty through 2017 by rising minimum wage*




281,000

Vision Zero, which helped bring traffic fatalities down for the third consecutive year, built:

105 safety projects, 776 leading pedestrian intervals, 405 speed bumps completed

In the next few months, the City's 311 program will roll out

24x7 customer service on social media

INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Lift 800,000 New Yorkers out of poverty or near poverty by 2025</p>	<p>~281,000 (2017)</p>	<p>~101,000 (2016)</p>
 <p>Reduce overall premature mortality by 25 percent by 2040 and dramatically decrease racial and ethnic disparities</p>	<p>184.5 deaths per 100,000 (2015)</p>	<p>186 deaths per 100,000 (2014)</p>
 <p>Increase median household income</p>	<p>\$55,752 (2015)</p>	<p>\$52,996 (2014)</p>

*Using 2013 wage and poverty data as a baseline; in 2017, the minimum wage is \$11. Previous data also reflects prior wage adjustments for City workers and others.

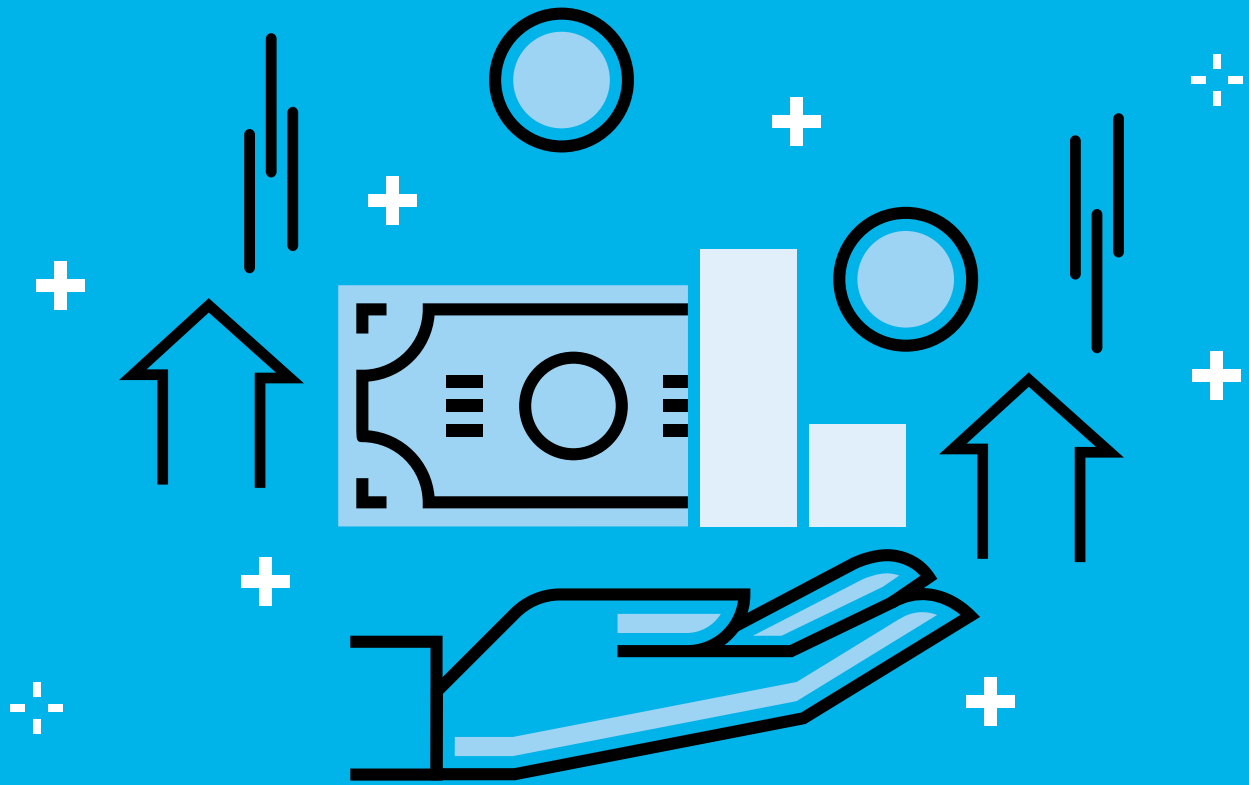


In the past year, the City has worked on many and diverse fronts to make New York more equitable, more just, and more inclusive for all.

The rising minimum wage, called for by the City in OneNYC, is lifting hundreds of thousands of city residents out of poverty and near poverty. And an array of City initiatives to promote equity and opportunity have been launched or expanded. In this third year of Pre-K for All, 69,510 children are enrolled in quality, all-day pre-k, more than three times the number enrolled just a few years ago. The City's Caring Neighborhoods program increased services in eight community health centers in underserved neighborhoods last year, and services for expectant mothers and newborn babies have grown.

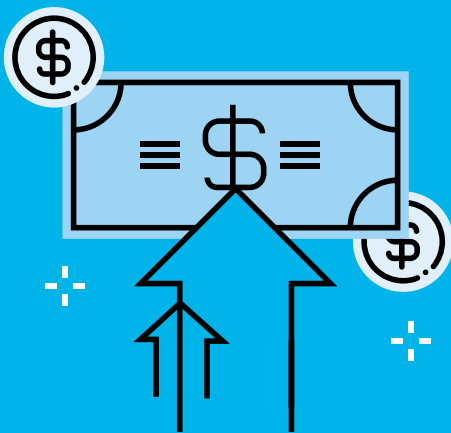
There has been considerable progress in a wide range of areas: construction of more pedestrian intervals and speed bumps to reduce traffic fatalities; expansion of the Health Bucks program to make more healthy food available for low-income New Yorkers; the opening of the Staten Island Family Justice Center for legal, counseling, and other supportive services to survivors of domestic violence, elder abuse, and other Staten Island residents; and an unprecedented citywide data sharing agreement that will allow agencies to deliver social services more effectively.

Poverty Reduction



Increases in Minimum Wage and City-funded Salaries Lift New Yorkers Out of Poverty

The City's successful efforts lobbying for a higher minimum wage and the raises it has given to City employees and social service contractors have brought hundreds of thousands of New Yorkers out of poverty or near poverty. In the original OneNYC report we said we would fight for higher wages and estimated that 750,000 people would have been lifted out of poverty or near poverty if the minimum wage had been \$15, rather than \$7.25, in 2013 (the most recent available poverty data when OneNYC was published). With a higher minimum wage law now enacted, the rate has climbed to \$11 in 2017, raising an estimated 281,000 New York City residents out of poverty or near poverty above the 2013 baseline. The City has also expanded programs to increase opportunity, including job training and educational initiatives, as we work toward our goal of reaching 800,000 New Yorkers out of poverty or near poverty by 2025.







Goal: Early Childhood

The City is committed to providing its youngest New Yorkers with the opportunity for a healthy start.

The City has continued its commitment to improving early childhood education, by launching new programming in social and emotional learning in both the Department of Education (DOE) pre-k and the Administration for Children’s Services (ACS) EarlyLearn.

The City continues to grow its numbers of community lactation rooms, Family Wellness Suites and hospitals that achieve Baby Friendly designation. The infant mortality rate (IMR) is an indicator of a population’s health and wellbeing, especially its most vulnerable. New York City’s most recent IMR for 2015 is 4.3 deaths per 1,000 live births, statistically unchanged from the City’s historic low of 4.2 deaths per 1,000 live births in 2014.



INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Reduce infant mortality rate by 20 percent to achieve a historic low of 3.7 infant deaths per 1,000 live births citywide by 2040, and dramatically decrease the racial/ethnic disparity</p>	<p>4.3 infant deaths per 1,000 live births (2015)</p>	<p>4.2 infant deaths per 1,000 live births (2014)</p>
 <p>All four-year-olds receive access to free, full-day, high quality pre-kindergarten</p>	<p>69,510 (2017)</p>	<p>68,647 (2016)</p>



As of the First Day of the 2017 School Year, 69,510 Children Registered for Full-day Pre-K More than Triple the 20,000 Children Who Attended Before the Pre-K for All Expansion

Enrollment is high across every community, with high participation among low-income families. In January 2017, the City introduced a new tool, the Pre-K Quality Snapshot, which provides an overview of each pre-K program's quality in alignment with the DOE's research-based Framework for Great Schools and the Pre-K for All Program Quality Standards. At the beginning of the 2016-2017 school year, the City began the three-year implementation of NYC Pre-K Thrive. This initiative is aimed at increasing opportunities for pre-K children to realize their potential by building a foundation of social-emotional skills during a critical stage of development.

Opened the East Harlem Neighborhood Health Action Center's Family Wellness Suite and Served Over 630 Individuals

In addition to the East Harlem Family Wellness Suite, construction on the Tremont Family Wellness Suite was completed in December 2016. The Brownsville Center will open by the end of 2017.

ACS & ThriveNYC Launch Social Emotional Learning Initiative for Children in ACS's EarlyLearn Child Care Centers and Home-Based Child Care Programs

The ThriveNYC project Trauma Smart was launched to help parents, caregivers, and teachers better support young children who may experience adversity.

Trauma Smart will help:

- ✓ Prepare children for social and academic success;
- ✓ Actively include parents and families in their child's school experience;
- ✓ Promote a positive and stimulating work environment for teachers and school personnel; and,
- ✓ Create practical and enduring change for children, families, and communities.





Mayor Signs Lactation Room Bill and City Continues Progress with Community Lactation Rooms in Neighborhood Health Action Centers

In preparation for the effective date of the Lactation Room Bill that was signed into law by the mayor in August 2016, the Department of Health and Mental Hygiene (DOHMH) is furnishing Neighborhood Health Action Centers with community lactation rooms. The City has purchased five lactation pods to be placed in spaces available to the public by June 2017. So far, the lactation room in the East Harlem Family Wellness (Women's Health) Suite has served over 130 individuals since September 2016. It is furnished with a hospital grade pump, comfortable seating, and a refrigerator for storage of human milk.

Nine New Hospitals Joined the NYC Breastfeeding Friendly Hospital Collaborative (BHC) in July 2016, Bringing the Total Number of Participating Facilities to 27.

Sixty-nine percent (27 out of 39) of all NYC maternity facilities are now participating in the NYC BHC.

Five NYC BHC maternity facilities achieved Baby-Friendly designation in 2016, bringing the total number of Baby-Friendly designated facilities in NYC to nine, eight of which participate in the collaborative. Additionally, four NYC BHC maternity facilities completed their Baby-Friendly designation assessments and are awaiting the results.





Initiative 1: Nurture and protect all infants so they thrive during their first year of life and beyond

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.1.1A. Create neighborhood spaces dedicated to advancing women's health.	DOHMH	In Progress/ Funded	<p>The Family Wellness (Women's Health) Suite in East Harlem launched in September 2016. The Suite has served 458 individuals since September 2016. Ongoing programs include a weekly peer-led support group, reproductive health education workshops, Afro-Latino dance class and attachment parenting classes. Construction for the East Tremont Suite was completed December 2016.</p> <p>The DOHMH Center for Health Equity and the Bureau of Maternal, Infant, and Reproductive Health have developed a comprehensive citywide and neighborhood strategy to achieve the OneNYC infant mortality targets. Neighborhood-level programming was informed by community dialogues that engaged community-based organizations, reproductive justice advocates, clinicians and residents that serve East Harlem, East Tremont, Brownsville, and Jamaica.</p>	› Open the Women's Health Suites in the East Harlem, Brownsville, and Tremont Neighborhood Health Action Centers	Partially Complete	› Open Family Wellness Suite in Brownsville in 2017.*
› 2.1.1B. Expand the number of "baby-friendly" hospitals to promote access to breastmilk for newborns.	DOHMH	In Progress/ Funded	<p>The NYC Breastfeeding Hospital Collaborative (NYC BHC) supports maternity facilities to achieve Baby-Friendly designation and currently has 27 participating facilities. Eight participating facilities have achieved Baby-Friendly designation (Harlem Hospital, Queens Hospital, Lincoln Hospital, North Central Bronx Hospital, Richmond University Medical Center, Jacobi Hospital, Bellevue Hospital Center, and Brooklyn Birthing Center), and 10 are on their way to achieving Baby-Friendly designation by September 2017. The remaining nine are projected to achieve designation by 2020. To expand on this initiative, a new cohort (Cohort 3) of 9 hospitals was selected in June 2016, (included in the 27 hospitals described above).</p> <p>Based on preliminary data the percentage of births in Baby-Friendly hospitals in 2016 was 15.8%, which surpasses the 2020 Federal "Healthy People" goal of 8.1%, and 2015's 8.8% rate.</p>	› Increase the number of NYC hospitals that are designated Baby-Friendly from four to seven, with preference given to hospitals serving minority & underserved communities	Completed	› Increase the number of hospitals that are designated Baby-Friendly from 9 to 12.*



Initiative 2: Offer free, full-day, high-quality pre-kindergarten for every four-year-old to ensure all New York children have the opportunity to enter elementary school with a solid foundation for future success

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
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 areas	DOE	In Progress/ Funded	As of the first day of the 2016-17 school year, 69,510 children registered for full-day pre-K. The City continues to focus on improving quality by focusing its attention on teacher recruitment and training and increased support for all learners. There continues to be an extensive teacher recruitment campaign, and the DOE provide support tailored to the needs of a diverse workforce, including customized professional learning for leaders and teaching teams, on-site support from instructional coordinators and social workers, and additional resources such as the Pre-K for All Interdisciplinary Units of Study. To meet the needs of each child and establish strong partnerships with all families, programs are expected to customize instruction and build on the strengths, backgrounds, and interests of children and families. The City also continues to create inclusive pre-K classrooms that enable all children to enter kindergarten with a solid foundation for future success. The DOE's Division of Early Childhood Education works closely with the DOE's Office of Special Education to distribute IEPs to Pre-K for All programs, develop professional learning opportunities for pre-K programs to meet the needs of all learners, and coordinate other processes for children with disabilities who attend Pre-K for All programs.	› Designate 30 Pre-K programs as Dual Language, and over 200 programs as Enhanced Language Support programs for the 2016-2017 school year	Completed	› Make continuous improvements by focusing on training and support that result in the most rapid and cost-effective program improvement.*
				› Increase Individualized Learning Plans (IEPs) to support students with disabilities	Completed	
				› Continue to develop findings as part of Year 2 evaluation	Completed	

Initiative 3: Develop a comprehensive plan for high-quality early childcare

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.1.3 Develop a plan to close the gap in access to childcare.	ACS	In Progress/ Budget neutral	ACS received approval from New York State to add more categories of care to the Child Care Block Grant, meaning that more families are now eligible to receive child care services via EarlyLearn. Those categories are families enrolled in a four-year college and working 17.5 hours or more per week, families who have been looking for work, and families who are homeless. Additionally, the Thrive NYC project Trauma Smart was launched to help parents, caregivers, and teachers better support young children who may experience adversity. This program teaches strategies that help children navigate challenging situations and better handle their emotions.	› Receive approval from ACF/OHS on any system changes by the end of the year	Re-considered	› Complete first cohort's training in Trauma Smart and begin second cohort's training.*
						› Implement conversion of select Head Start seats to Early Head Start seats.*



Goal: Integrated Government & Social Services

The City has continued to expand New Yorkers' access to community-based resources and services that promote civic engagement and help residents to thrive.



IDNYC REACHES 1 MILLION CARDHOLDERS MILESTONE

IDNYC, the City of New York's municipal ID program, was created to give New Yorkers an easier and better way to access City government, particularly vulnerable communities like seniors, veterans, immigrants, transgender and gender non-conforming New Yorkers. In March 2017, we announced that the program reached another milestone—IDNYC has over 1,030,000 cardholders. In addition, over 500,000 cultural memberships have been redeemed at partner institutions across the five boroughs. These achievements demonstrate the value to so many New Yorkers of having an ID that can enable opening a bank account, exploring the city's remarkable cultural institutions, and having confidence interacting with local law enforcement.

Neighborhood Health Action Centers are Improving Services and Reducing Disparities Across the City

To address unmet health needs and inequities in health services at the neighborhood level, the City has launched newly reimagined Neighborhood Health Action Centers, which offer co-located health services such as health insurance enrollment, services for pregnant women and parents, referral specialists, and other vital services. The East Harlem Neighborhood Health Action Center was officially launched in April 2017. Additionally, there have been significant renovations to the Brownsville and Tremont Health Action Centers, and planning is underway to launch additional Action Centers in the next two years.

I got the card, because I wanted to go to the museums, because I'm retired. And money, you know, gets a little short, and I like to go to the museum.

—English speaking senior

For me, it was about having an ID without listing my nationality. Sometimes we have a problem when we show ID from our home countries. People associate it with the immigration situation.

—Spanish speaking immigrant

It's good too because some people like us, we walk all over the City with our passports and you could lose it. So it's better to have an ID that you could use all over.

—Haitian Creole speaking immigrant



A Major Citywide Data Integration Plan is Making Social Services More Effective

The City’s Health and Human Services agencies serve more than two million New Yorkers every year, with many receiving services from multiple agencies. In the past, agencies have been hampered by their inability to see client data held by other agencies, making it difficult to offer optimal levels of service. The City has now implemented a new data integration framework, signed by 47 agencies, streamlining the process for sharing relevant information to improve services for residents.

SUPPORTING STUDENTS IN TEMPORARY HOUSING

Through the Deutsche Bank grant, the Office of Community Schools (OCS) has provided capacity building and content expertise for Community Schools, with intensive focus on supporting 20 Community Schools that have the highest rates of students in temporary housing. OCS has created dynamic partnerships with graduate universities to bring masters level social work interns to provide trauma informed support for homeless students at Community Schools, and serve as mentors in the nationally recognized Success Mentor program.



JHS 50 / EL PUENTE COMMUNITY SCHOOL MURAL

In 2016, JHS 50, a Community School, worked with Los Muralistas de El Puente, an inter-generational artist collective developed within El Puente that has served the community of Los Sures since 1990. In preparation for their biggest mural yet on the side of JHS 50, Los Muralistas facilitated five Family Engagement Mural Design workshops for parents, families, and students at JHS 50 from April–June 2016, reaching over 200 families.



Initiative 1: Transform schools into community schools

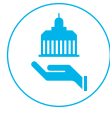
(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.2.1 Implement key system-building initiatives to strengthen Community Schools.	DOE	In Progress / Partially Funded	The City introduced additional Community Schools (CS) by adding 10 Round 1 schools, through the Community School Grant Initiative (CSGI) in June 2016; and added 8 School Improvement Grant (SIG) Community Schools to our network in October 2016. The City also secured over \$740,000 in private funding from multiple partnerships, which will support reducing chronic absenteeism for students in Temporary Housing, piloting Social Emotional Learning, and a summer learning and work exposure program for high school students. The Public Libraries, Google and DOE's Community Schools are also partnering to distribute 5,000 free wireless hotspots to families without internet access. In addition, the City initiated a programmatic partnership with Single Stop to streamline referrals for social service supports. The City also partnered with the City Council to implement a food pantry program in 16 Community Schools, enhanced CBO partner capacity building, and offered additional professional development for principals.	› Add additional schools to the network of Community Schools supported through the Office of Community Schools*	Completed	› Reduce chronic absenteeism rates by 5% and increase student engagement
				› Secure two private sector partnerships to support Community Schools	Completed	› Connect 6,000 students with Success Mentors
				› Develop a professional learning community for lead CBO agencies that meet quarterly	Partially Complete	› Ensure that 100% of Community Schools will provide targeted, selective and universal mental health services to promote development of social and emotional skills necessary for success

Initiative 2: Establish Neighborhood Health Hubs that co-locate clinical health and mental health services with social services and City agencies to foster improved coordination

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.2.2 Launch Neighborhood Health Hubs in neighborhoods with high health disparities.	DOHMH	In Progress / Funded	Renovations to the East Harlem, Brownsville, and Tremont Neighborhood Health Action sites have continued throughout 2016, into 2017. The multipurpose rooms are complete in Brownsville and Tremont, and the Family Wellness Suites (Formerly Women's Health Suites) are complete in East Harlem and Tremont. Each site is currently open, operating, and serving the neighborhood. Examples of services and programs from different organizations and agencies being offered include NYC H+H clinic in Tremont, health insurance enrollment in East Harlem, and services for pregnant and parenting women in Brownsville, alongside referral specialists and Action Center navigators. The City will launch a media campaign in the three Action Center neighborhoods by April 2017 to bring awareness about the services offered to each community.	› Open Neighborhood Health Action Centers in East Harlem, Brownsville and Tremont	Completed	› Open Neighborhood Health Action Centers in Bushwick, Bedford Central, Harlem and Morrisania



Initiative 3: Enhance the digital capabilities of NYC 311 to provide easier connections to government and community services and information

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.2.3 Develop ways to enhance the digital experience of New York City residents so they can receive services and information in a more efficient and simple manner.	311, DOITT	In Progress / Budget Neutral	The City has secured IBM for a contract to implement a new 311 Customer Relationship Management (CRM) system to improve the customer and back-end experience for 311. This new CRM will eliminate the need for the Content Management System upgrade. The City has also trained social media staff to take more the 60 complaint types via social media and is in the process of planning 24/7 social media staffing coverage, expected to launch 2nd quarter 2017. Lastly, NYC311 is coordinating with HRA on the final requirements for the HRA Service Expansion Project.	› Complete one-third of the content management project	Re-considered	› Launch new content management system upgrade to enhance the ways customers engage with the City
				› Include more 311 complaint types	Completed	› Increase service request traffic via social media
				› Complete stakeholder review and project plan for HRA service expansion	Completed	› Complete HRA service expansion project

Initiative 4: Expand the City’s internal data integration capacity to help ensure clients receive the right resources and service at the right times

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.2.4 With greater investments in integrated data systems, the City will also be able to better track the results of its programs.	DOITT	In Progress / Partially Funded	The City completed the Citywide Data Integration agreement, and has launched a variety of projects under this legal framework for multiagency data integration projects. The City also initiated procurement planning for a new data management tool to be incorporated into DataBridge, the City’s data warehouse.	› Enhance centralized data exchanges, platforms, and analytic tools and launch additional data integration use cases	Completed	› Issue RFP for entity matching service for citywide platform. › Finalize Data as a Service vision and commence its implementation. › Launch additional data integration use cases. › Continue upgrading existing data exchange and analytics platforms,



Goal: Healthy Neighborhoods, Active Living



The built environment has major health implications for New Yorkers by influencing neighborhood food options, opportunities for physical activity, and health hazards in homes. For this reason, the City is working to ensure that New Yorkers of all ages live, work, learn, and play in neighborhoods that promote an active and healthy lifestyle.

There are significant disparities in health outcomes and opportunities for healthy living between high-poverty and low-poverty neighborhoods. In order to address these inequities, the City administers a number of targeted initiatives aimed at improving the opportunity for New Yorkers in traditionally underserved neighborhoods to live healthy lives. These initiatives work to shape a built environment that promotes an active lifestyle, a nutritious diet, and a healthy home.



GROWN NYC REGIONAL GREENMARKET FOOD HUB

As part of the City’s strategy to increase the share of regional food in the New York City food system, New York City Economic Development Corporation is working with GrowNYC and the State to develop a 70,000-square-foot regional greenmarket food distribution hub on City-owned land in the Hunts Point Food Distribution Center in the Bronx.

INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Increase the average number of servings of fruits and vegetables that adult New Yorkers eat per day by 25 percent, from 2.4 to 3 servings, by 2035</p>	<p>2.3 mean servings (2015)</p>	<p>2.3 mean servings (2014)</p>
 <p>Increase the percentage of New York City public high school students who report meeting recommended levels of aerobic physical activity from 19 percent to 30 percent by 2035</p>	<p>21% (2015)</p>	<p>19% (2013)</p>



Expanded Health Bucks and Other Efforts to Improve Fresh Food Options In Underserved Neighborhoods

The City's Health Bucks program provides low-income New Yorkers with additional purchasing power to buy fresh, locally-grown produce. Health Bucks are \$2 coupons redeemable for fruits and vegetables at all 135 NYC farmers' markets. In 2016, they were distributed at more than 120 farmers' markets as a Supplemental Nutrition Assistance Program (SNAP) incentive where for every \$5 spent in SNAP, shoppers received \$2 in Health Bucks. In May 2016, the City received a \$3.37 million federal grant to expand the Health Bucks season from five months to year-round, so SNAP participants who shop at the City's farmers' markets receive Health Bucks every month of the year. Health Bucks were also distributed through nearly 450 community-based organizations through nutrition education programming and as part of nutrition workshops at 23 farmers' markets across the city. The City also continued to expand programs that improve the food environment in low-income neighborhoods, such as Shop Healthy, the Food Retail Expansion to Support Health (FRESH) program, and the NYC Food and Beverage Guidelines for community and faith-based organizations.



NEW RESOURCES FOR COMMUNITY AND SCHOOL GARDENS AND URBAN FARMS

Community and school gardens provide multiple, complementary benefits to New Yorkers of all ages, including local food access and nutrition education, experiential learning and STEM (science, technology, engineering, and math) education, and the expansion of green infrastructure to manage stormwater runoff and keep our waterways clean. In 2016, the City made progress toward its goal of providing every public school with a garden by allocating 100 school garden grants—over 650 schools in New York City now have access to a garden. Building Healthy Communities (BHC), works with local, public and private partners to address health disparities and improve community health outcomes. In 2016 BHC and community partners helped expand Farms at New York City Housing Authority (NYCHA), resulting in the construction of three new farms in East Harlem, Brownsville, and Canarsie; workforce training by Green City Force for 24 young NYCHA residents; and new partnerships with community-based organizations in each neighborhood. In addition, NYC Parks' GreenThumb program—the largest community gardening program in the country—organized almost 21,000 New Yorkers to spend more than 2 million hours volunteering in community gardens. Going forward, the Building Healthy Communities initiative will also work with GreenThumb to support groups in targeted neighborhoods interested in creating new food-growing community gardens or expanding their capacity to grow and sell food in gardens.



New Resources to Promote Physical Activity for New Yorkers of All Ages

“Since the enhancements have been made, the children are more active in the space and more involved in outdoor learning activities. Teachers enjoy spending more time in this space as well and many parents helped us create this space.”

Janet Lawrence
Director, Candy Kids Preschool



Schoolyards to Playground upgrades at PS 118, Queens, and PS 162, Brooklyn

Because physical activity is indispensable for the health and wellness of all New Yorkers, the City implements programs that target different age groups in different settings, including our schools, workplaces, homes, streets, and parks. In 2016, 25 schools and 20 early childhood centers received grants to make design enhancements to support physical activity and physically active learning. Since 2015, these two grant programs have benefited over 84,500 students, children, and community members. The City also implemented active design improvements at three newly opened Schoolyards to Playground sites this year and opened 12 new schoolyards sites to the public citywide. These schoolyards are open to the public after school hours and on weekends. In 2016, NYC Parks hosted 185,000 visits to its Shape Up fitness classes and began construction of 29 Community Parks Initiative sites, most of which will include adult exercise areas designed for a wide range of abilities. In order to make sure the City adheres to best practices in the design of its own buildings and infrastructure, the Department of Design and Construction issued revised guidelines for “Design Excellence 2.0: Guiding Principles for Healthy Living.”



A quick warm-up at White Park before walking the East Harlem Community Walking Trail with community residents and partners.

EAST HARLEM COMMUNITY WALKING TRAIL

The Department of Health and Mental Hygiene’s (DOHMH) Center for Health Equity and community partners launched the East Harlem Community Walking Trail—a three mile pathway along East Harlem sidewalks that connects residents to Central Park and Randall’s Island. The trail is marked by a series of street poll banners highlighting East Harlem’s rich cultural history and community assets while encouraging physical activity and improved safety through coordinated group walks.



NYCHA Roof Replacements and Other New Programs Combat Asthma Triggers in the Home

Asthma affects nearly one million New Yorkers. Asthma-related hospital visits are much higher among residents living in high-poverty neighborhoods where there is more exposure to potential triggers such as pests and mold. In 2016, the City completed the replacement of all 26 roofs at Queensbridge Houses and another 23 buildings at Albany, Parkside, and Sheepshead Bay Houses. In addition, DOHMH collaborated with the New York City Department of Housing Preservation and Development (HPD) to launch a new Healthy Homes Training for HPD-financed new construction and substantial rehabilitation projects, offered as a prerequisite for Green Communities certification. The training focuses on Integrated Pest Management (IPM), smoke-free housing, and active design, and was provided to over 200 architects, general contractors, and owners/developers to date.



Newly replaced roofs at Queensbridge Houses



DOHMH also developed and disseminated its IPM Toolkit to support these training efforts, and provided training to an additional 30 building service professionals to perform green physical needs assessments for HPD-sponsored projects. Finally, NYCHA and DOHMH are working together to develop a comprehensive strategy to engage NYCHA residents and other stakeholders in the design and implementation of the U.S. Department of Housing and Urban Development's new rule on Smoke-free Public Housing. The agencies will convene a citywide policy advisory team, host listening sessions with NYCHA residents in all five boroughs, and facilitate development-specific activities to support the design and implementation of an equitable, actionable policy.



Initiative 1: Improve food access, affordability, and quality, and encourage a sustainable, resilient food system

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.3.1A. Increase the share of regional food in the NYC food system through investments in the regional food distribution system.	EDC, Mayor's Office of Food Policy	In Progress / Funded	The City, through EDC, negotiated a term sheet with GrowNYC to construct a regional food hub in Hunts Point, South Bronx.	› Continue to work with New York State and other partners to advance regional food access collaboration	Partially Complete	› Explore multi-borough food hubs strategy with industry and community partnerships
				› Invest in anchor infrastructure projects or programs to improve regional food distribution in New York City	Partially Complete	
2.3.1B. Expand and improve quality of New York City school food.	EDC, Mayor's Office of Food Policy	In Progress / Funded	DOE continued its New York Thursdays and the local sourcing initiatives, including the development and introduction of the NY burger, which was served for the first time in January 2017. The Breakfast in the Classroom program has been successfully added at hundreds of additional schools. Student testings continue to be an important part of menu development, ensuring that students can participate in the process. Cafeteria and serving line renovations are underway and the first newly enhanced cafeteria opened in February 2017. The Garden to Cafe and Farm to School programs have been expanded to dozens of additional schools.	› Expand breakfast in the classroom to 247 total schools	Completed	› Implement breakfast in the classroom at all stand-alone elementary schools by the end of the 2017-2018 school year
				› Continue to procure compostable cutlery to replace the current plastic spork	Completed	› Reach 750 registered school gardens in the Grow to Learn network
				› Reach a total of 650 registered school gardens in Grow to Learn network	Completed	› Fund 70 new and expansion school gardens with 2017 mini-grants
				› Fund 70 new and expanded school gardens with 2016 mini grants	Completed	› Develop Garden to Cafe afterschool program
				› Add 10 new schools to Garden to Cafe Program	Completed	› Enroll 25 new schools in Green Beetz nutrition curriculum program
				› Enroll 15 new schools in Green Beetz nutrition curriculum program	Completed	
2.3.1C. Ensure all communities have access to fresh food retail options, with special focus on traditionally underserved neighborhoods.	Mayor's Office of Food Policy	In Progress / Budget Neutral	In 2016 the Health Bucks Program was expanded to year round. The Farm to Preschool fresh food box program is reaching more schools and more families with nutritious, affordable produce.	› Expand the Health Bucks nutrition program so that it is distributed year-round to more low-income New Yorkers	Completed	› Explore innovations to the Health Bucks nutrition incentive program to expand opportunities for New Yorkers to purchase healthy foods
				› Scale up work with supermarkets and corner stores to expand healthy food choices in underserved neighborhoods	Completed	› Expand supermarket and corner store interventions to bring innovative grocery models to underserved neighborhoods



Initiative 1: Improve food access, affordability, and quality, and encourage a sustainable, resilient food system

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.3.1D. Support community gardens and urban farms in select neighborhoods in the city.	DPR, Mayor's Office of Food Policy	In Progress / Partially Funded	In 2016 GreenThumb (GT) had over 20,938 volunteer community gardeners donating a total of 2,066,250 hours. GT distributed gardening supplies and conducted over 160 free public workshops, and over 2,200 attendees participated in the 32nd Annual GrowTogether Conference and the Harvest Fair. In 2016, the third GreenThumb Youth Leadership program offered 118 New York City high school students the chance to volunteer in 11 community gardens in Community Parks Initiative Zones. At each, experienced gardeners and college mentors provided participants with guidance on promoting sustainability, economic equality, and food initiatives through urban agriculture (program supported by NYC Service). The Fund for Public Health in New York City (FPHNYC), on behalf of the Building Healthy Communities (BHC) initiative and GT, released a request for proposals (RFP) for groups interested in creating new food-growing community gardens or expanding their capacity to grow and sell food in gardens that are readily accessible by their communities. The target neighborhoods are Morrisania, Mott Haven, Hunts Point, Brownsville, East Harlem, Two Bridges, Corona, Flushing, Stapleton, Mariner's Harbor, Bedford-Stuyvesant, Canarsie and Central Harlem.	› Build three new food-producing farms at NYCHA developments	Complete	› Build two additional NYCHA farms, bringing the total number of NYCHA farms operated with Green City Force to six
				› Fund community programming related to cultivation, food distribution, nutrition and cooking demonstrations, and composting at NYCHA sites with farms	Complete	› Provide all six sites with composting and community programming related to cultivation, food distribution, nutrition and cooking demonstrations.
				› Develop network of community-based open spaces and fresh food access partners in six neighborhoods targeted by Building Healthy Communities	Complete	› Expand Building Healthy Communities network, training, and support to four additional neighborhoods
				› Expand the YLC to 150 students in 10 gardens completing 3,000 volunteer hours	Partially Complete	› Expand the YLC to 200 students in 15 gardens completing 4,000 volunteer hours
				› Hold the inaugural GreenThumb Community Garden Month in June	Completed	› Expand programming for GreenThumb Community Garden Month in June
				› Hold 100 free public gardening workshops	Completed	› Hold over 120 free public gardening workshops



Initiative 2: Create environments that encourage New Yorkers to be physically active regardless of age

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.3.2A. Increase opportunities for physical activity in and around schools.	DOE, DOHMH	In Progress / Funded	In 2016 the City improved three newly-opened schoolyards to playgrounds sites, and opened a total of five new sites (K261, K218, K065, K162, Q157), which are used by the public during after-school hours in partnership with the Centers for Disease Control and Prevention. In 2016, the City continued the Active Design in Schools awards program, in partnership with Citizens Committee for New York City and the Centers for Disease Control and Prevention. The program funds and supports design enhancements that promote physical activity at 25 public schools. Since 2015, the active design enhancements implement benefited an estimated 77,000 children and community members. In 2016, the City continued the Active Design in Early Childhood Settings program, awarding \$2,500 grants to 20 early childhood centers with the goal of supporting active play, physical activity, and physically active learning. To date, the initiative has reached more than 7,500 children.	› Collaborate with TPL to complete eight additional "Schoolyards to Playgrounds" conversions	Partially Complete	› Develop a strategic plan around increasing enhanced design and community engagement strategies that transform schoolyards into vibrant centers for recreation that improve overall health and well-being
				› Complete active design enhancements at 22 additional public schools	Completed	
				› Complete built environment enhancements to support active play at 20 early childhood settings	Completed	
2.3.2B. Increase design elements that promote physical activity in buildings.	DDC, DOHMH	In Progress / Budget neutral	The City issue revised guidelines for "Design Excellence 2.0: Guiding Principles for Healthy Living" and presented findings the at FitCity II in June, 2016. DOHMH continued to advocate for the passage of the Public Access Stairway Bill. DOHMH in partnership with DOB updated the Public Access Stairway bill and City Legislative Affairs discussed with City Council Members.	› Issue revised guidelines for "Design Excellence 2.0: Guiding Principles for Healthy Living" and present them at the annual Fit City conference	Completed	› Finalize a framework to evaluate the impact of design changes on building occupants based on the Guiding Principles for Healthy Living
				› Work with the City Council to pass the Public Access Stairs Bill	Delayed	
2.3.2C. Provide opportunities for physical activity in the community for residents of all abilities.	DCP, DPR	In Progress / Partially funded	In 2016, the City, through DCP, hosted 185,000 visits to NYC Parks' Shape Up fitness classes. By the end of 2016, construction begun on 29 of the 35 Community Parks Initiative (CPI) Phase 1 sites-54 percent of which include adult exercise areas designed for a wide range of abilities. The Department of Small Business Services (SBS) is revising regulatory burden on gyms with support from the Department of Buildings (DOB), Board of Standards and Appeals (BSA) and the Department of City Planning (DCP).	› Refer citywide zoning text amendment proposal to remove the BSA Special Permit for gyms to community boards	Re-considered	› Work with the City Council to pass citywide zoning text amendment
				› Begin construction on all CPI, including those with adult exercise areas	Partially Complete	



Initiative 3: Address health hazards in homes

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.3.3A. Reduce asthma triggers in the home. [NYCHA mold remediation/ roof replacement]	NYCHA, DOHMH	In Progress / Partially funded	In 2016 NYCHA roof replacement continued with the completion of all 26 roofs at Queensbridge Houses and roofing at 23 additional buildings at Albany, Parkside, and Sheepshead Bay houses. The City launched a new DOHMH Healthy Homes Training for HPD-financed new construction and substantial rehab as a requisite for the Green Communities certification process. Over 200 architects, general contractors and owners/ developers were trained to date. The training focused on Integrated Pest Management (IPM), smoke-free housing and active design, with the DOHMH certificate of completion being valid for three years. DOHMH developed and disseminated its IPM Tool Kit for building owners, staff and tenants to support these training efforts and promote allergen reduction through safer pest control using IPM. The City, in a collaborative effort between DOHMH, HPD and the Local Initiatives Support Corporation (LISC), provided training to over 30 building science professionals under contract with HPD to perform green physical needs assessments (GPNA) for moderate rehab financed by HPD. The training focused on reducing asthma triggers in housing through adoption IPM and green cleaning practices.	› Complete remaining eight roof replacements at Queensbridge North & South and begin roof replacement at all additional identified NYCHA sites (Parkside, Albany I & II, and Sheepshead Bay)	Completed	› Complete roof replacement at 61 buildings (Includes remaining 39 from tranche 1 and 22 from tranche 2). Roof replacement will begin at 71 buildings at 6 developments ([2nd Tranche]- White, Wise Towers, St. Nicholas, Tilden, Cypress Hills, Breukelen) in 2017
				› Continue to roll out DOHMH/HPD Healthy Homes Training for HPD-financed new construction and substantial rehab	Completed	
				› Finalize the bill to reduce mold and pest allergens in housing	Delayed	
2.3.3B. Decrease secondhand smoke exposure in the home.	DOHMH	In Progress / Budget neutral	The Department of Housing and Urban Development's (HUD) finalized a rule on smoke-free public housing and NYCHA is committed to working with residents, DOHMH, and other stakeholders to reduce exposure to secondhand smoke in all NYCHA developments. In addition, the City created a position that reports jointly to both NYCHA and DOHMH and seeks to connect NYCHA communities to efforts that drive health equity. The City previously drafted secondhand smoke legislation on disclosing smoking policies to current and future tenants, and is anticipating the bill to be considered by the City Council in 2017.	› Convene a task force comprised of residents and partners to help inform future program and policy development around secondhand smoke exposure	Completed	› Release report, contingent on HUDs final ruling on Smoke-Free Public Housing
2.3.3C. Reduce housing-related fall hazards for older adults.	DOHMH	In Progress / Budget neutral	The City, through DOHMH, has drafted a menu of policy initiatives and potential incentives for promoting universal design elements and identified agencies with existing and potential contracts for home-based services. DOHMH promoted distribution of the DFTA's "Aging in Place" guide (http://www.nyc.gov/html/dfta/downloads/pdf/publications/AIPGuide2016.pdf) DFTA led development of this guide, which also offers resources and best practices for supporting modifications in the home. In keeping with DOHMH's ongoing surveillance of falls, summary epidemiologic statements about the burden of the problem were updated.	› Draft a catalogue of agencies with existing contracts for home-based services, broadening the scope of existing services	Completed	› Conduct planning meetings with identified agencies who hold contracts for home-based service provision to older adults and those with great potential to, and define the appropriate pathway for implementation of falls risk assessment requirements
				› Develop an "aging in-place" guide for building owners, and a new set of policy initiatives and potential incentives for encouraging universal design elements in new construction and in-place retrofits	Completed	› Assess capacity of identified agencies to implement falls risk assessment requirements with home-based service contractors, and refine practical guidelines as necessary"





Goal: Healthcare Access

The City has continued to make progress in ensuring that all New Yorkers have access to the physical and mental healthcare services that they need. Driven by changes in the healthcare landscape and our own significant financial challenges, NYC Health + Hospitals is engaging in a comprehensive plan to transform into a high-performing, and sustainable community-based system to offer high-quality and accessible health care to the people of New York City.

In 2015, we set out goals for growth, efficiency, and improvements to the patient experience. We also began to implement the Delivery System Reform Incentive Payment program, whose wide ranging goals included partnering with community-based providers and organizations to improve care coordination, better address patient needs, reduce avoidable hospitalizations, and reduce costs.

Our transformation is focused on changing our clinical and operational approaches to proactively keep patients healthy and conveniently serve them in their communities. As such, our first steps in transforming from hospital-centric inpatient care to preventive and primary focused healthcare include initiatives to expand access to care in underserved communities; co-locate and integrate behavioral health in primary care; integrate patient data across the system through the roll-out of a new electronic medical record system; and ensure that our critical services are able to accommodate increased demand and withstand natural disasters. We also need to advocate at all levels of government for the appropriate distribution of resources to sustain our operations.

INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Increase the percentage of adult New Yorkers who feel that they received the medical care they needed in the past 12 months</p>	<p>90% (2015)</p>	<p>90% (2014)</p>
 <p>Increase the percentage of adult New Yorkers with serious psychological distress who have received counseling or taken a prescription medication for a mental health problem</p>	<p>46% (2015)</p>	<p>44% (2013)</p>



Increased Access to Care in Underserved Communities by Expanding Services at Existing Community Health Centers and by Constructing New Health Centers

Targeted neighborhoods for expanded services and new health centers include Crown Heights, East Tremont, Williamsburg, Bushwick, Fort Greene, Brownsville, Corona, and Stapleton. In 2016, eight of our community health centers began providing expanded health services. Our Vanderbilt Avenue Health Center on Staten Island will open in fall 2017. This facility will offer primary and specialty care along with mental health services. The site will also feature an after-hours urgent care center. Similarly, the construction of the new site in Bushwick is also expected to be completed in the fall.

Last August, we added behavioral health staff to our adult, adolescent, and OB clinics as part of our initiative to co-locate and integrate behavioral health into our primary care services. Social workers are currently supporting existing programs in adult medicine and are working to expand the model to new populations (adolescents and maternal health) and conditions (substance misuse and anxiety). Pilot programs have also been implemented in adolescent and maternal depression at three facilities.



Rendering of future GothamHealth Vanderbilt Clinic



Epic EMR Rollout at Coney Island Hospital

Upgraded the System's Information Technology Infrastructure to Support an Integrated Patient-focused Approach for Care Delivery and More Efficient Operations

Last April, we began installing a new advanced electronic medical record system, Epic, which is the industry leader for high-performing systems. This new system not only helps our clinicians to provide safe, high-quality, and efficient care, but also facilitates patients' secure online access to their medical records and convenient online services such as prescription refill requests and contacting their providers with questions. Epic is now being used at Queens, Elmhurst, and Coney Island hospitals.



Continuing Our Work on Key Projects to Rectify the Damage Caused by Hurricane Sandy and to Make Our Facilities More Resilient to Protect Them from Future Storms



Ida G. Israel's sister at the ribbon-cutting ceremony for the new Ida G. Israel Community Health Center

We have embarked upon projects to relocate or protect critical infrastructure equipment and mitigate the effects of floods. The construction of our new Ida G. Israel Health Center that was destroyed by Hurricane Sandy was completed and is now serving patients. Additionally, last fall, we installed interim flood protections at Coney Island Hospital to protect this important facility that serves Southern Brooklyn.



New Emergency Department at Coney Island Hospital



New Emergency Department at Coney Island Hospital

To address our significant financial challenges, we will continue to work in partnership with the Mayor's Office, our elected officials, our colleagues in hospitals nationwide, our union partners, community-based organizations, healthcare advocates, and our hospital association partners to fight against damaging efforts to repeal the Affordable Care Act (ACA) or impose Medicaid block grants. At the State level, we will continue to partner with our elected representatives and other key stakeholders to advocate for enhanced safety-net hospital funding and more equitable distribution of potential federal funding cuts related to the Affordable Care Act.



Initiative 1: Ensure all New York City neighborhoods have access to high-quality essential healthcare services

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.4.1 We will fight for critical healthcare services across the City and not accept the closure of any more hospitals in Brooklyn or any other communities which would be left without the medical care we need.	NYC Health + Hospitals, DOHMH	In Progress / Funded	ActionHealthNYC launched on May 2, 2016. The program has 1,286 uninsured adults enrolled, and these participants are currently able to access primary and specialty care services through an established network of primary care home sites.	› Launch ActionHealthNYC, a program to promote primary care access and coordinated care for uninsured immigrant residents	Completed	› Continue to support OneCity Health in achieving its performance-based Medicaid waiver goals › Continue to provide technical assistance to PPSs across the five year implementation period, ending in 2020

Initiative 2: Transform NYC Health and Hospitals Corporation into a system anchored by community-based preventive care

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.4.2A. Create health access points embedded in communities rather than hospital campuses.	NYC Health + Hospitals	In Progress / Funded	Renovated and expanded health care services at five Gotham Health community-based health centers: Crown Heights CHC, Tremont Clinic, Bushwick Communicare, Brownsville CHC, and Junction CHC. Constructed one new community health center site, the Bedford/Throop Clinic in Bushwick.	› Begin providing expanded primary care services at six NYC Health + Hospitals / Gotham Health sites › Open one new Gotham site in Bushwick, Brooklyn	Partially Complete Partially Complete	› Open new 20,000 sq./ft. Gotham Health outpatient health center on Staten Island
2.4.2B. Ensure critical hospital services are fully functioning in the face of increased demand, weather disasters, and aging infrastructure.	NYC Health + Hospitals	In Progress / Budget neutral	Several design and construction RFPs were released for FEMA projects at NYC Health + Hospitals Bellevue, Coney, Coler and Metropolitan. Firms have been selected for projects including the Coler Auditorium Construction, Coney Island New CSS Building Project, Metropolitan Flood Wall Project and for several interior mitigation projects at Bellevue. The \$1.7B capped grant for FEMA projects are being managed by EDC for NYC Health + Hospitals.	› Complete construction on the first and fifth floor projects at Coney Island Hospital › Install new slat wall technology, providing better elevator protection at Bellevue Hospital	Partially Complete Partially Complete	› Complete 90% of design for new critical support services building at Coney Island Hospital › Complete 20% of construction on outside elevators at Bellevue Hospital
2.4.2C. Adequately provide healthcare services to New York City's growing senior population.	NYC Health + Hospitals	In Progress / Funded	Through the Nurses Improving Care of Older Adults (NIPCOA) Training Program, NYC Health + Hospitals completed development of a geriatric-focused curriculum to train nurses in outpatient settings to become geriatric resource nurses (GRNs). Two registered nurses (RNs) per adult primary care clinic were trained in geriatric-focused care principles to achieve GRN status. A total of 18 nurses were targeted for training.	› Open new geriatric-friendly unit at Harlem Hospital in July 2016 › Complete Nurses Improving Primary Care of Older Adults (NIPCOA) program	Delayed Completed	› Open new geriatric-friendly unit at Harlem Hospital



Initiative 3: Expand access to primary care by establishing health clinics in high-need communities

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.4.3. Create at least 16 Health Clinics in primary care shortage areas.	EDC, NYC Health + Hospitals	In Progress / Funded	Increase access to healthcare services in underserved communities across the City by expanding services at existing community health centers and by constructing new health center sites. Targeted neighborhoods include East Tremont in the Bronx; Brownsville, Bushwick, Crown Heights, Fort Green, and Williamsburg in Brooklyn; Corona, Queens, and Stapleton, Staten Island. NYCEDC oversaw the buildout of new or expanded services at four clinics in Mott Haven, East Village, Van Nest, and Central Harlem, as well as expanded medical services at a clinic in Soundview.	› Open 15 new or expanded primary care clinics in 14 underserved neighborhoods	Partially Complete	› Open 6 new or expanded primary care clinics

Initiative 4: Expand access points for mental health and substance abuse care, including integrating primary care and behavioral health services

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.4.4. Co-located and integrated behavioral healthcare in primary care through the integrated Collaborative Care model.	NYC Health + Hospitals	In Progress / Partially Funded	In August 2016, 19 Mental Health Services Council clinicians were placed across Health + Hospitals in adult, adolescent, and obstetrics clinics. These social workers will support already existing programs in adult medicine and help expand the collaborative care model to new populations (adolescent and maternal health) and conditions (substance misuse and anxiety). Health + Hospitals has implemented pilots in adolescent and maternal depression at three facilities.	› Launch Mental Health Service Corps and NYC Well, a call center which will provide phone, text and web-based behavioral health support	Completed	› Modify relevant initiatives based on evaluation findings and continue progress towards completion of Year 2 Initiatives



Initiative 5: Work with New York State in enabling and supporting the transformation of the healthcare delivery system

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.4.5A. Integrate patient data across healthcare systems.	NYC Health + Hospitals	In Progress / Funded	In April 2016, the new electronic health record (EHR) went live at Elmhurst Hospital, Queens Hospital, and Home Health. The “go-live” was a great success, and since then there have been numerous optimization efforts built, as well as extensive planning for the next round of EHR go-lives.	› Expand the use and capabilities of the OneCity Health web-based care management platform	Partially Complete	› Complete behavioral health electronic billing and health record system upgrades and provide technical assistance to 100-200 eligible behavioral health agencies serving adults
2.4.5B. Transform the Medicaid reimbursement methodology.	DOHMH		The DOHMH has participated in several value based payment reform (VBP) subcommittees, and has provided comments on most of the Clinical Advisory Group recommendations for mental health and chronic disease value based alternatives. The City is currently participating in the Clinical Advisory Group for Pediatric outcomes through Dr. George Askew. The Regional Planning Consortium, led by the mental hygiene division at DOHMH, has consistently convened partners such as the DOH, OMH, OASAS, OCFS, NYC performing provider systems, and NYC managed care organizations to make sure that Medicaid transition (DSRIP, Managed Care transition, and VBPs) are implemented in a way that improves mental health outcomes for NYC residents.	› Submit comments to the State on VBP and launch the Quality Steering Committee to monitor and oversee the quality of behavioral healthcare in Medicaid managed care plan	Completed	› Continue to monitor network adequacy and high-quality service provision through the Regional Planning Consortium



New Emergency Department at Coney Island Hospital






Goal: Criminal Justice Reform

- Diverted over 3,000 people from jail since March 2016 through the community-based supervised release program
- 93% of the 1,427 cases that were more than a year old have been resolved as part of Justice Reboot
- Reduced chronic recidivism by placing 97 individuals who are among the highest users of jail in New York City in permanent supportive housing
- Created the Gun Violence Crisis Management System, a citywide initiative to reduce gun violence in the 17 precincts accounting for 51 percent of shootings citywide

New York City remains the safest big city in the United States with a steady and significant decline in crime and incarceration rates, and leads the nation in fairness and efficiency. Over the last three years, major felony crime was down 9 percent and violent felony crime was down 8 percent. In 2016, the safest year in CompStat history, major felony crime was down 4 percent, homicides were down 5 percent, shootings were down 12 percent, and burglaries were down 15 percent from 2015. The City ended 2016 with fewer than 1,000 shootings – a historic low mark. These record crime lows fell alongside the city’s jail population. While incarceration rates at the national level did not drop, New York City continues to have a shrinking jail population. Over the last three years, New York City’s total jail population fell 18 percent and the Rikers Island population alone declined 23 percent. This substantial progress is a result of the administration’s strategies to keep lower-level offenders out of jail and accelerate case delays.

The City will continue to build on this success by advancing approaches to reduce crime and the jail population while keeping New York safe. Reforms to strengthen neighborhoods and residents through community engagement and data-driven strategies will also make the City’s criminal justice system more fair and efficient. Safety both in the criminal justice system and in our neighborhoods is a priority. We remain committed to providing access to meaningful services to those affected by crime, including survivors of domestic violence.

INDICATOR	LATEST DATA	PREVIOUS DATA
 Decrease the crime rate	99,823 major felony crimes (2016)	105,921 major felony crimes (2015)
 Decrease the average daily population (ADP) in jail	9,790 (2016)	10,240 (2015)
 Decrease the percentage of domestic violence victims not linked to shelters	48% (2015)	53% (2014)



Strengthened Neighborhood Engagement for Social Cohesion and Crime Prevention Through Environmental Design

Neighborhood strength and social cohesion bring about lower crime rates. The Mayor's Action Plan for Neighborhood Safety (MAP) focuses on strengthening neighborhoods and the residents who live in and around 15 NYCHA developments across the five boroughs. The City conducted listening tours with community residents and is developing indicators for the sentiment meter, a measure of community sentiment that reflects resident access to resources, perceptions of safety, and collective efficacy.

In mid-2016, the borough-level NeighborhoodStat process began with meetings among NYCHA, MOCJ, NYPD, other City agencies, and residents at One Police Plaza to discuss and work together to resolve issues across the 15 MAP developments and the surrounding neighborhoods. This year, local NeighborhoodStat will launch in the

15 developments. Field Coordinators will develop and convene Stakeholder Teams made up of NYCHA residents, property management and police and city agency staff working on-site to share and discuss data about crime and other neighborhood conditions, identify pressing safety issues and relevant assets and resources, and develop specific crime reduction strategies.

MAP partnered with both the Pratt and Gehl Institutes to conduct an audit of the Ingersoll development and its surrounding neighborhood with the assistance of residents and NYCHA staff—with an eye toward safety and how design principles can impact neighborhood wellbeing. MAP will work with the other developments to conduct Crime Prevention Through Environmental Design trainings for their stakeholder teams of residents, City agency, and CBO partners.



Residents participate in neighborhood convening



Expansion of Community-Based Family Justice Centers and Specialized Services for Survivors of Domestic Violence

Family Justice Centers (FJC) are co-located multidisciplinary domestic violence service centers that provide vital social service, civil, legal, and criminal justice assistance for survivors of intimate partner violence and their children under one roof. The Staten Island Family Justice Center opened in June 2016 and assisted 899 clients through 2,287 client visits through the end of the year. In November 2016, in collaboration with the New York City Office of Civil Justice, legal services were expanded at NYC Family Justice Centers to include housing legal services in order to protect existing housing for domestic violence survivors. In December 2016, through a partnership with NYC Health + Hospitals and as part of ThriveNYC and building on the success of the Columbia University Medical Center (CUMC) program at the Bronx Family Justice Center, clinical psychiatric services and psychopharmacologic treatment services were expanded to the Brooklyn and Queens New York City Family Justice Centers. These services will be expanded to the other FJCs in 2017.



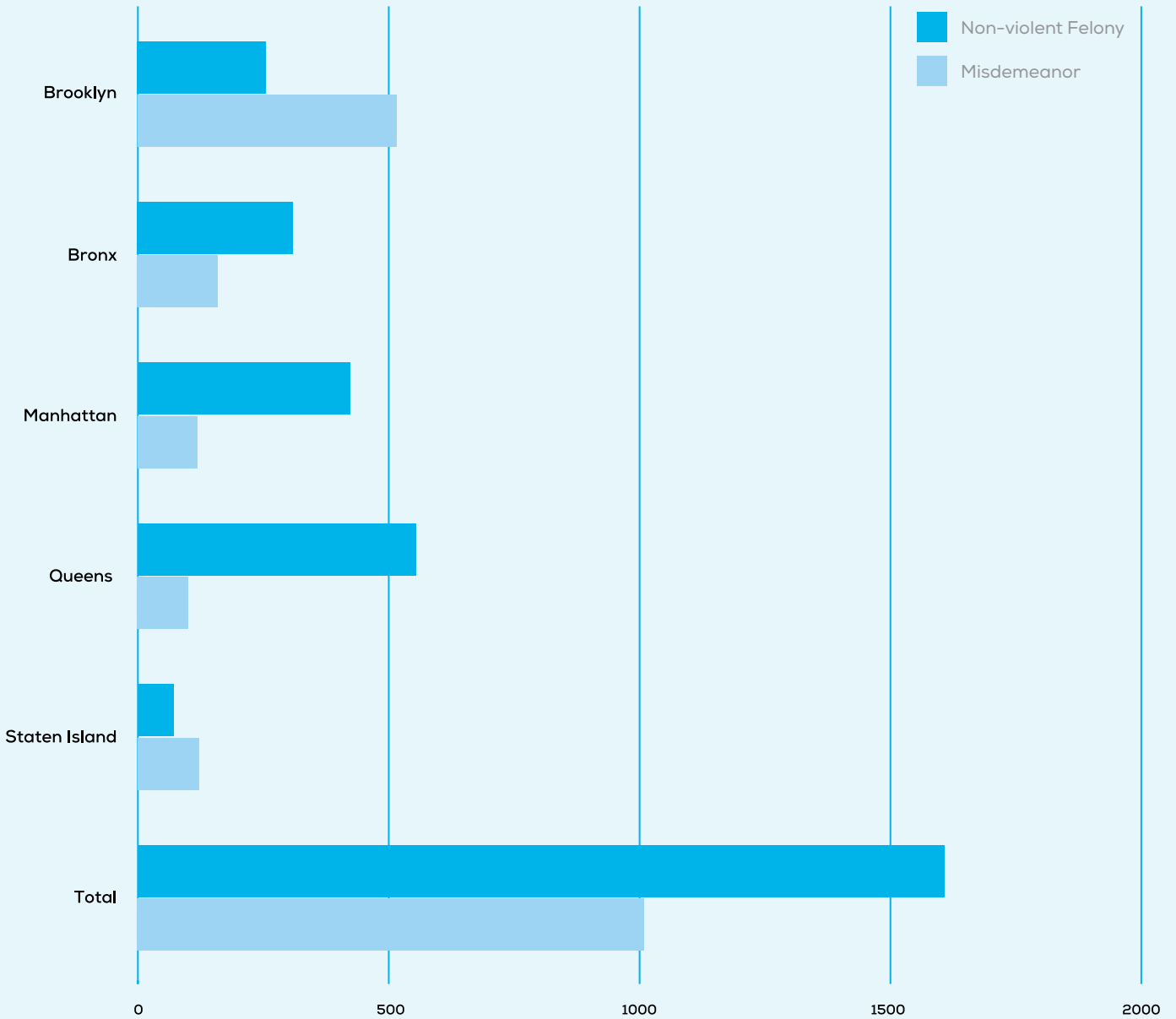
City opens the Staten Island Family Justice Center



The **Coordinated Approach to Preventing Stalking** was expanded to all 13 Queens precincts in 2016. Throughout the entire borough that year there was an 89 percent increase in recorded stalking offenses—from 35 in 2015 to 66 in 2016.



1 YEAR OF SUPERVISED RELEASE INTAKES BY BOROUGH (MARCH 2016–MARCH 2017)
(Number of individuals participating in supervised release)



Supervised release cuts unnecessary detention and reduces reliance on monetary bail. Eligible lower-risk defendants assigned to a supervisory program by judges citywide are allowed to remain at home and continue working while awaiting trial. Since March 2016, there were over 3,000 people diverted from jail through the supervised release program.

Source: Mayor’s Office of Criminal Justice



Initiative 1: Reduce crime and unnecessary incarceration

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.5.1A. Use advanced technology and integrated data to accurately and effectively reduce crime.	MOCJ	In Progress / Funded	With NYPD officers equipped with tablets, MOCJ is aggregating relevant data from systems held by numerous city agencies. MOCJ is working with a vendor to develop the online interface to access the data.	› Aggregate and access all relevant City data from Justice Works and the three operational tools, including the Justice Provider Management System	Partially Complete	› Continue work on building an integrated data platform for citywide use
2.5.1B. Reduce crime through changes to criminal justice facilities that will promote concepts of fairness and confidence in the law.	MOCJ	In Progress / Funded	MOCJ has selected vendors to conduct studies on surveying criminal justice workers and defendants and their families regarding changing signage in court facilities to increase procedural justice and fairness, as well as surveying criminal justice workers and community members to understand their perceptions of justice broadly.	› Complete survey contracting process and incorporate legitimacy audit	Partially Complete	› Complete citywide survey of public facilities
2.5.1C. Enable crime prevention through environmental design.	MOCJ	In Progress / Funded	The Mayor's Action Plan for Neighborhood Safety (MAP) partnered with Pratt and Gehl Institutes to conduct an audit of Ingersoll and the neighborhood surrounding the development with the assistance of residents and NYCHA staff. MAP will work with the other developments to conduct Crime Prevention Through Environmental Design (CPTED) trainings for their residents, city agency and CBO partners to show how design principles can impact neighborhood wellbeing. A vendor to run the neighborhood activation study and community engagement has been selected, and the study is set to commence in two neighborhoods.	› Complete CPTED surveys	Partially Complete	› Launch CPTED training and projects at all MAP sites
				› Conduct resident sentiment survey and analyze results	Completed	› Implement policy recommendations based on 2016 resident survey
2.5.1D. Reduce incarceration by examining risk, needs, programming, and system flow.	MOCJ	In Progress / Partially unded	The City launched a supervised release program using a pre-trial risk assessment tool and diverted over 3,000 people from jail. A risk of flight tool is being developed as the datasets and subcontract legal agreements are being drafted. Additionally, the City expanded programming in adolescent, young adult, and adult facilities designed to reduce in-jail violence and re-offending following release. The City has also allocated 120 supportive housing slots to frequent users of the shelter and jail systems and placed 97 people in supportive housing.	› Complete building and launch risk of flight tool	Partially Complete	› Implement risk assessment tools in all boroughs and all arraignments

Initiative 2: Build sustained neighborhood engagement to employ fairness as a crime reduction tool

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.5.2A. Create neighborhood CompStats with residents and City agencies in high-distress neighborhoods.	MOCJ	In Progress / Funded	In mid-2016, the borough-level NeighborhoodStat process began with meetings among city agencies and residents to resolve issues across the 15 MAP developments and the surrounding neighborhoods. The City has completed 2 cycles with over 500 stakeholders, generating several hundred "action items" for the next cycle this spring. NeighborhoodStat has not yet launched in the community.	› Launch NeighborhoodStat in 15 MAP neighborhoods	Delayed	› Complete NeighborhoodStat meetings in 15 MAP neighborhoods



Initiative 2: Build sustained neighborhood engagement to employ fairness as a crime reduction tool

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.5.2B. Implement a regular citywide method of surveying resident engagement.	MOCJ	In Progress / In Planning	The City conducted listening tours with community residents and is developing indicators for the sentiment meter, a measure of community sentiment that reflects resident access to resources, perceptions of safety and collective efficacy.	› Conduct initial resident survey	Completed	› Conduct ongoing annual surveys

Initiative 3: Use criminal-justice data-driven strategies to improve decision making and reduce crime and unnecessary incarceration

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.5.3A. Introduce strategic tools for health and neighborhood safety.	MOCJ	In Progress / In Planning	MOCJ assessed existing relevant data available through source contributors such as the Department of Correction and the Courts, and completed the primary technical document of how the tool will access, manipulate, and display city data. After finalizing the tool's functions and capabilities, mock-ups of the tool's interface will be developed for the end-users.	› Develop prediction tools, metrics and quantitative models to analyze opportunities for successful interventions	Partially Complete	› Evaluate the implemented quantitative tools and monitor their effect over time
2.5.3B. Build crime-and- incarceration-reduction strategic tools.	MOCJ	In Progress / Funded		› Complete data analysis on case processing delays by borough and establish baseline	Partially Complete	› Begin work on building a centralized case processing tool to show aggregate and individual case delay

Initiative 4: Ensure all victims of domestic violence have access to a shelter and necessary services

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.5.4 Establish community-based Family Justice Centers.	Mayor's Office to Combat Domestic Violence HRA	In Progress/ Funded	In June 2016, the City opened its fifth Family Justice Center in Staten Island. In November 2016, in collaboration with the New York City Office of Civil Justice, legal services at FJCs were expanded to protect the existing housing of domestic violence survivors or gain access to new housing for them. MOCDV also partnered with NYC Health + Hospitals to expand clinical psychiatric services and psychopharmacologic treatment to the Brooklyn and Queens FJCs. The City successfully issued a request for proposals for family transitional units in 2016 and will contract for a portion of these units in 2017. The City did not receive sufficient proposals for the emergency shelter beds or transitional units and has taken a number of steps to address this issue. The remaining emergency beds will come online this summer and a portion of the remaining transitional units in 2017.	› Open fifth Family Justice Center and achieve goal of having community-based Family Justice Centers in each borough	Complete	› Expand the CAPS program to a third borough
				› Add approximately 150 emergency shelter beds for domestic violence survivors	Partially Complete	› Add approximately 150 emergency shelter beds for domestic violence survivors and complete the goal of adding a total of 300 emergency beds
				› Receive and review proposals for approximately 100 family transitional units	Partially Complete	› Add approximately 100 family transitional units



Goal: Vision Zero

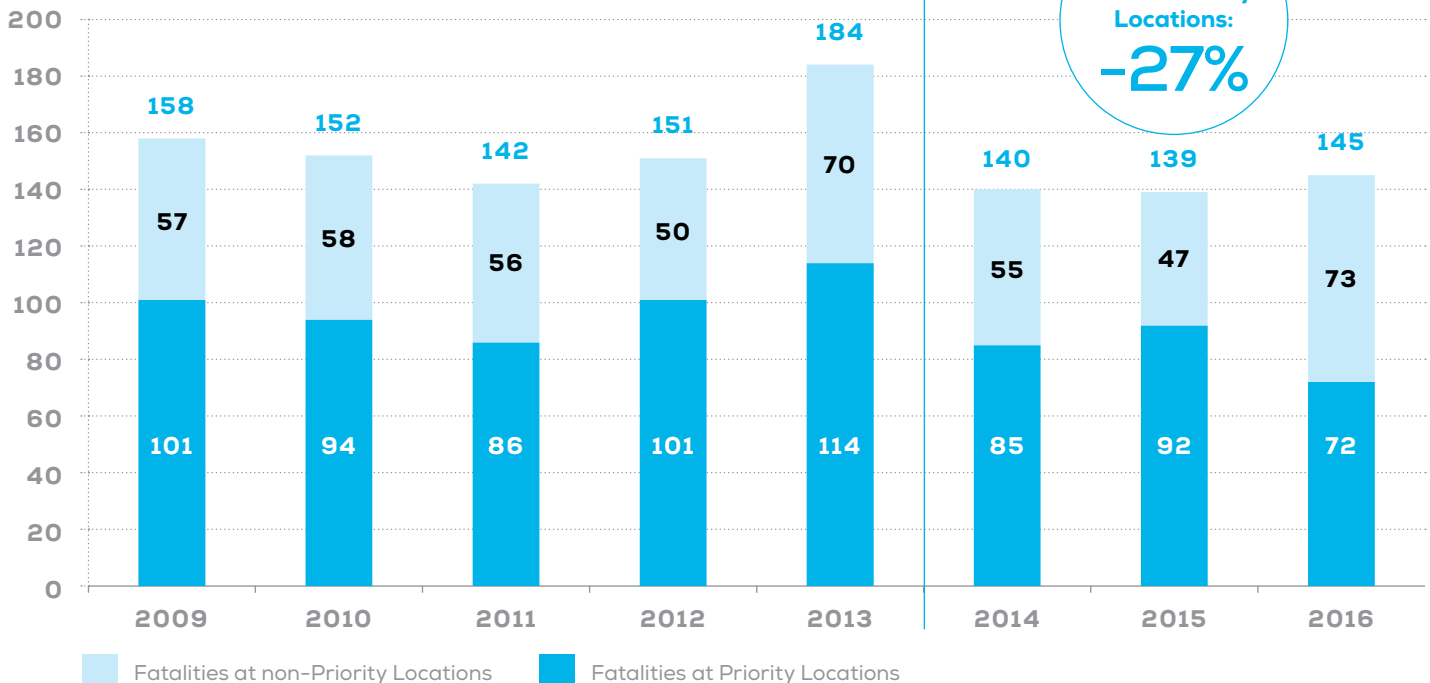
New Yorkers continued to embrace Vision Zero and our commitment to ending traffic fatalities on New York City Streets. 2016 had the fewest traffic fatalities on record, improving on a record year in 2015. The first three years of Vision Zero is the safest three-year period in New York City's history.

Priority Corridors, Intersections, and Areas

In 2015, NYCDOT and NYPD outlined a strategy in the Borough Pedestrian Safety Action Plans, concentrating street redesign, enforcement, education, and engagement resources on each borough's high-crash corridors and intersections. This effort is proving effective. For the five years prior to Vision Zero there were 99 pedestrian deaths annually at Vision Zero priority locations; in 2016, there were 72 fatalities, a 27 percent decline.

INDICATOR	CURRENT DATA	PREVIOUS DATA
Reduce the number of traffic fatalities to zero	230 (2016)	234 (2015)

PEDESTRIAN FATALITIES (Before and After Vision Zero)





Enforcement

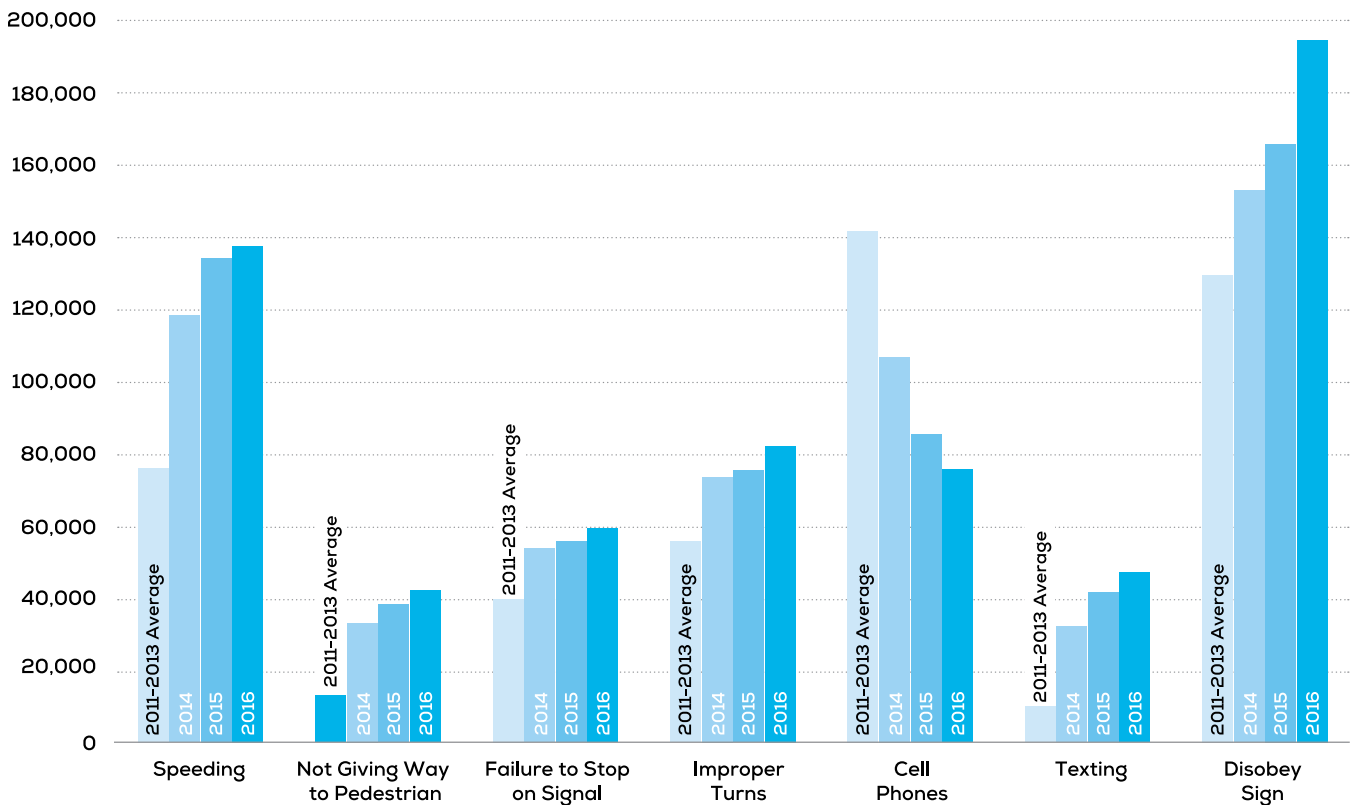
A key Vision Zero strategy is NYPD’s focus on the most hazardous driving violations. In 2016, more than 60 percent of the tickets issued by the NYPD were for speeding, failure to yield, failure to stop on signal, improper turns, cell phone/texting and disobeying signs. In addition to the NYPD, the Taxi and Limousine Commission (TLC) also has a dedicated safety enforcement team, to work with taxi and for-hire-vehicle drivers. In 2016 TLC issued 67 percent more traffic signal and stop sign violations, as well as 19 percent more speeding summonses, as compared to 2015.

In the Fall of 2016, NYPD and DOT implemented the Vision Zero Dusk and Darkness initiative, as a response to an analysis of year-over-year crash trends, which showed that the earlier onset of darkness in the fall and winter was highly correlated to an increase in traffic injuries and fatalities during the evening rush hours.

A coordinated public information campaign and an increase in enforcement during these key hours contributed to a:

26% decline in fatalities
during this period as compared to the year before.

MOVING VIOLATIONS SUMMONSES Pre-Vision Zero (2011-2013), Post-Vision Zero (2014-2016)





Engagement

The City continues to expand Vision Zero engagement strategies. In 2016, New York City elementary and middle schools adopted “Cross This Way” as the official pedestrian safety curriculum. Through video, hip-hop music, choreography, and easy to follow accompanying materials, the curriculum illustrates situations where students are most commonly injured and delivers strategies for success.



(Above images) Students participate in Vision Zero educational event



(Above images) Vision Zero placards are used to increase public awareness



NYPD officers participate in Vision Zero public awareness campaign

The Vision Zero Task Force also expanded the Vision Zero ad campaign in 2016, increased the visibility of the campaign, and targeted the ads according to crash data, DOHMH surveys, and other data. The advertisements are proving effective at changing attitudes: 75 percent of New Yorkers report that the campaign leads them to expect more enforcement, and 82 percent report that they are more likely to drive carefully and yield to pedestrians when turning at crosswalks.



Engineering

Since the beginning of Vision Zero, DOT has completed 242 Safety Engineering Projects. These redesigns make New Yorkers safer by simplifying complex intersections, narrowing lanes, adding bicycle paths, making pedestrians and cyclists more visible, and shortening pedestrian crossing distances. In 2016, DOT implemented 105 of these Safety Engineering Projects—more than ever before, and at more than double the pace of implementation prior to Vision Zero. Notably, in 2016, a record-breaking 18.5 miles of protected bike lanes were installed, triple the number DOT installed prior to Vision Zero. Additionally, DOT installed 776 Leading Pedestrian Intervals (LPIs), bringing the total completed under Vision Zero to 1,248—nearly five times the number of LPIs that existed in New York prior to Vision Zero. In 2016, DOT also launched the Left Turn Traffic Calming pilot at 107 locations across the city. These treatments have proven effective at reducing median left turn speeds by 24 percent, which will make pedestrians safer at those locations.



New pedestrian safety improvements, bus and bicycle lanes added to Queens Boulevard

- 37,069 drivers licensed by TLC received Vision Zero education in 2016
- 42,385 failure to yield violations issued
- 21,808 bike helmets fitted and distributed

SAFETY HONORS

TLC Commissioner Meera Joshi honored father and son Eliot and Howard Kugelman during the 2016 TLC Safety Honor Roll. Eliot worked as a taxi and for-hire vehicle driver for 46 years, and his son Howard has been on the road for 38 years. Howard, who has made the Honor Roll three years in a row, addressed all Honor Roll members in a speech emphasizing the importance of safety. He closed by saying, “We come from many different places, but we can all put safety first—so that we can make sure that we, our passengers, and those we share the road with can go home every day to our families.”



- 360 truck sideguards installed
- 1,000 schools received safety education
- 385 vehicles licensed by TLC are currently testing eight different safety technologies



Initiative 1: Continue Implementation of the Vision Zero Action Plan

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.6.1 Work closely with communities around the city to expand a bicycle network that improves safety for all road users.	OPS DOT*	In Progress/ Funded	In 2016 DOT built a record 18.5 miles of protected bike lanes, beating the previous record of 12 miles of protected bike lanes set in 2015 and triple DOT's pace prior to Vision Zero. These 18.5 miles of protected bike lanes, in addition to the more than 45 miles of conventional bike lanes DOT implemented in 2016, is the most dedicated bike lane infrastructure the agency has ever implemented in one year. Importantly, over 70 percent of 2016's 64 miles of dedicated bike lanes were constructed at priority locations as indicated in the Borough Pedestrian Safety Action Plans.	› Evaluate and test a new initiative to slow and calm left turns	Completed	› Continue progress towards completion of Year 2 initiatives
				› Finalize a study on driver alert technology as part of the Safe Fleet Transition Plan	Completed	
				› Launch an educational outreach campaign, jointly led by NYPD and DOT, to prevent senior pedestrians from being struck	Completed	
				› Develop strategies to reduce fatigued driving among TLC licensees and raise awareness of the safety risks	Completed	
				› Analyze data and disseminate reports on traffic-related injuries and driver behaviors	Completed	

Initiative 2: Use Borough Pedestrian Safety Action Plans to guide future engineering projects and enforcement priorities

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.6.2 Each year through 2017, complete 50 Vision Zero safety projects at the priority corridors, intersections, and areas identified in the Borough Plans.	DOT	In Progress/ Funded	In 2016, DOT completed 76 corridor and intersection safety projects at priority locations and 105 such safety projects citywide. As part of a new initiative, DOT implemented left turn traffic calming treatments at 107 intersections. DOT also installed 405 speed humps and 776 leading pedestrian intervals.	› Roll out an additional 50 Vision Zero safety projects at priority locations	Completed	› Roll out an additional 50 Vision Zero safety projects at priority locations



Initiative 3: Transform Dangerous Arterial Roads into Vision Zero Great Streets

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
2.6.3. Rethink and redesign major corridors in order to prevent serious crashes.	DOT	In Progress/ Funded	The City continued its progress on the road redesigns of Queens Boulevard, Grand Concourse, Atlantic Avenue, and 4th Avenue. The City completed early action improvements on Queens Boulevard from 73rd Street to Eliot Avenue in December of 2016. Planning and design for the third phase, from Eliot Avenue to Union Turnpike, is currently underway. In 2016, the City completed final design for Phase 3 of the Grand Concourse project and is currently in the process of awarding this contract. The City advanced the final design of Phase I of the Atlantic Avenue project (Georgia Avenue to Logan Street). The City has also initiated the redesign of Phase I of the 4th Avenue project to include parking-protected bike lanes (9th-18th Streets and 33rd-52nd Streets) and is currently evaluating the feasibility of including additional limits to the first phase of the 4th Avenue project to include the limits between 8th Street and 64th Street.	› Complete early action improvements on Queens Boulevard from 73rd Street to Eliot Avenue	Completed	<ul style="list-style-type: none"> › Begin final design of the first phase of Queens Boulevard project › Begin preliminary design of the second phase of Queens Boulevard project › Complete the in-house project for Phase III of the Queens Boulevard project (Eliot Avenue to Yellowstone Boulevard)* › Award, bid, and begin construction of Phase III of the Grand Concourse project. Begin final design for Phase IV of the Grand Concourse project.* › Implement in-house safety improvements at intersection of 156th Street and Grand Concourse.* › Bid, award, and begin construction of Phase I of the Atlantic Avenue project.* › Substantially advance final design for Phase II of the Atlantic Avenue project › Begin redesign of Phase I of the 4th Avenue Project to include parking-protected bike lanes. Evaluation to combine Phases I and II is in progress. Original Phases I and II were combined now (from 8th Street to 64th Street)* › Begin redesign of Phase II of the 4th Avenue Project to include parking-protected bike lanes. Evaluation to combine Phases I and II is in progress* › Original Phases I and II are now combined (from 8th street to 64th Street)*
				› Begin preliminary design of the first phase of Queens Boulevard project	Completed	
				› Complete final design of and award the construction contract for Phase III of the Grand Concourse project and initiate preliminary design for Phase IV	Partially Completed	
				› Implement in-house improvements along Grand Concourse from 138th to 161st Streets	Partially Completed	
				› Complete final design of and bid construction for Phase I of the Atlantic Avenue project	Partially Completed	
				› Complete preliminary design for Phase II of the Atlantic Avenue project (Logan Street to Rockaway Boulevard)	Partially Completed	
				› Complete final design of and bid the 4th Avenue project	Delayed	
				› Complete preliminary design of Phase II of the 4th Avenue project (18th-33rd Streets and 52nd-60th Streets)	Delayed	

VISION 3

Our Sustainable City



PROGRESS 2017

By reducing the city's contributions to climate change, we are working to ensure all New Yorkers have access to clean air, land, and water; parks and open space; and recycling and composting facilities that enable a sustainable future for all.

New York City's Green Buildings Programs assist more than 7,000 buildings, **reducing over 300,000 metric tons of carbon dioxide equivalent**

Citywide solar capacity surpasses 100 megawatts **supporting more than 2,700 jobs**




NYC Organics is now the largest curbside organics collection program in the country, **serving 1 million residents**

The City is on pace to surpass **1,000 electric vehicles in its municipal fleet** by July 2017

Completed a census of all street trees to map **130,000 city blocks containing 666,134 street trees**

VISION 3 Our Sustainable City

- GOAL: 80 x 50
- GOAL: Zero Waste
- GOAL: Air Quality
- GOAL: Brownfields
- GOAL: Water Management
- GOAL: Parks & Natural Resources

INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Reduce the city's greenhouse gas emissions by 80 percent by 2050 relative to 2005 levels</p>	<p>↓14% reduction from 2005 (levels by the end of 2015)</p>	<p>12% (2014)</p>
 <p>Reduce waste disposal by 90 percent by 2030 relative to 2005 levels</p>	<p>3,196,200 tons in 2016* (10.9% reduction)</p>	<p>3,176,900 tons in 2015 (11.5% reduction)</p>
 <p>Reduce the risks of stormwater flooding in most affected communities**</p>	<p>0.65% backlog of catch basin repairs (2016)</p>	<p>0.44% (2015)</p>

*Slight increase from 2015 due to population growth and increased economic activity; however, the rate of recycling is growing faster and the diversion rate is also rising

**City target is less than one percent



Trees along Eastern Parkway, Brooklyn, NY

Photo by NYC Department of Parks and Recreation

We are working every day to make sure New York City is the most sustainable big city in the world through our commitment to science, leveraging our financial and regulatory resources, and our fidelity to inclusive climate action. And though we saw potentially reckless actions from Washington D.C. to slow progress and abdicate American leadership on these efforts this past year, New York City, in partnership with cities across the U.S. and around the world, continued and will continue to aggressively move forward on our commitments to ensure we leave our children a healthy planet.

With the release of *New York City's Roadmap to 80 x 50*, we outlined our plan for action to reduce greenhouse gas emissions 80 percent by 2050. The roadmap includes world-leading analysis of our city's existing emissions, an analysis of difficult choices we have to make to drive down those emissions, and the types of actions that will be required to transform how we use energy in every part of our lives.

We passed groundbreaking mandates for buildings to perform lighting upgrades and energy audits, and are continuing to work with the City Council on ways to ensure our buildings are undergoing needed retrofits to reduce their contribution to climate change and help us achieve our ambitious 80 x 50 goals. We are also continuing to lead by example by retrofitting New York City's own buildings and by standing up a new sustainability team at the Fire Department of New York to test and approve new energy storage systems as well as other emerging technologies that could help the City achieve its 80 x 50 goals.

Finally, the City is making it easier to reduce, reuse, recycle, and compost—all necessary investments to achieve Zero Waste; investing in our city’s parks to make all neighborhoods safer and more vibrant; and investing in environmental remediation to ensure our city is free from toxins and ensure our tap water remains pristine and safe for all.

We’re committed to approaching environmental sustainability and economic sustainability hand in hand. New York City’s air quality is the cleanest it has been in 50 years but we’re still redoubling our effort to ensure our air only gets cleaner by helping buildings choose cleaner energy sources through our Green Buildings and Solarize NYC programs.

The bold actions necessary to leave our children a healthy planet are urgent and must continue each and every day. The City is committed to making New York the most sustainable big city in the world and will continue to champion all pathways toward this goal.

Photo by NYC Department of Citywide Administrative Services



Volunteers from the Department of Citywide Administrative Services and GRID Alternatives employees install solar on a home in Far Rockaway. GRID Alternatives helps low and middle income families access the benefits of renewable energy.



Handing out free DSNY reusable bags in Manhattan

Photo by NYC Department of Sanitation

NEW YORK CITY'S COMMITMENT TO ENVIRONMENTAL JUSTICE

OneNYC explicitly seeks to address the disparate environmental conditions that have historically resulted in diminished health outcomes, economic opportunities, and quality-of-life in some of our city's neighborhoods. These injustices have led to public health impacts from poor air or water quality, disproportionate exposure to contamination and toxins, and increased risks related to chronic exposure to extreme heat and the urban heat island effect.

The City is therefore proud of its work with environmental justice advocacy organizations and the New York City Council on the development of two bills that bring alignment to the work of City agencies with an environmental justice agenda. These two bills will provide the City and all New Yorkers the necessary information to enhance community participation and deliver environmental justice through the City's deliberations and actions.

Over the past year, the City has made progress on a number of other initiatives that provide more just environmental outcomes for New Yorkers.

EQUITABLE WASTE MANAGEMENT AND RECYCLING POLICIES

Despite the fact that more than 400,000 New Yorkers live in public housing and produce 450 tons of garbage every day, NYCHA residents did not have recycling infrastructure. In 2015, *OneNYC* prioritized that all NYCHA developments be provided with recycling infrastructure and services, and in 2016, the NYCHA Recycles! Program completed its launch at all 327 developments, installing approximately 1,500 recycling bins and training more than 13,000 residents and employees to facilitate recycling in more than 2,500 buildings. NYCHA Recycles! aims to improve the physical landscape and environmental health for residents, while also benefitting NYCHA employees by creating safer waste collection conditions. Additionally, DSNY has made headway with other components of its Zero Waste program and Solid Waste Management Plan which recognize the environmental issues surrounding waste.



Community Retrofit NYC launch event in Bedford-Stuyvesant, Brooklyn

PHASING OUT NO. 4 HEATING OIL AND MAKING ENERGY RETROFITS MORE COST-EFFECTIVE

Our city's air quality has improved greatly in the past several decades, with levels of harmful air pollutants in the past few years well below concentrations of just 10 years ago. A key factor in this has been the phase out of the use of the heaviest heating oils in buildings including fuel oils No. 6 and No. 4. The phase out of all No. 6 heating oil was completed in early 2016 while the deadline for phase out of No. 4 is January 1, 2030. Nearly 6,000 buildings have already converted to cleaner fuels. By January 2030, when the phase out is complete, the City will have prevented nearly 1,500 tons of fine particulate matter (PM_{2.5}) from entering our air.

Through the NYC Retrofit Accelerator, the City is providing support for building owners who want to convert from No. 4 heavy heating oil, prioritizing buildings in high poverty neighborhoods due to their incidence of air pollution-related illnesses. In 2016, the City also launched Community Retrofit NYC, a complementary program for small and mid-sized multifamily buildings in northern and central Brooklyn and southern Queens. To date, the program has assisted over 400 small and mid-sized multifamily buildings in these neighborhoods, helping to lower utility costs, preserve affordable housing, and reduce local air emissions.



A commercial wind turbine on the Sunset Park Waterfront

LAUNCHED SOLARIZE NYC

In 2016 the City launched Solarize NYC, a citywide program designed to increase access to clean, reliable, and affordable solar power through community group purchasing campaigns over the next nine years. The program is expected to lower costs by 10 to 20 percent and increase solar capacity in communities that historically have had limited access to renewable energy. Community applications for Solarize NYC Round 1 campaigns were accepted through mid-September and at least two campaigns in Harlem and Downtown Brooklyn are set to launch in 2017. In addition, Shared Solar NYC was launched to solicit interest in shared solar from prospective customers, developers, and host sites to facilitate coordination and bring shared solar projects to fruition.

PROVIDING NEIGHBORHOOD-LEVEL DATA TO THE PUBLIC

In 2016, DOHMH continued to provide data to New Yorkers about environmental health issues and conditions in their neighborhoods. Aside from making improvements to its interactive online Environment and Health Data Portal, DOHMH published the eighth annual report on neighborhood air quality and began conducting research to inform the development of a citizen-science air quality toolkit. This publication cements the City's commitment to neighborhood-specific monitoring information and the use of published scientific studies to inform research and advocacy.

BROWNFIELD REMEDIATION AND COMMUNITY PLANNING

The Office of Environmental Remediation (OER) completed environmental remediation on the 500th tax lot under City oversight since 2014, achieving 75 percent of this OneNYC cleanup goal 18 months ahead of schedule. Eighty-one of these remediated properties are located in the coastal flood zone, where the pollutant removal reduced risks from storm surge. These cleanups eliminate pollutant exposure and have occurred in many city neighborhoods, with over 50 percent of the remediated lots located in moderate- and low-income communities. OER also launched EPIC Community, a new online portal developed to help residents, nonprofits, and community-based organizations perform place-based planning for vacant land in their neighborhoods.

COMMUNITY PREPAREDNESS


The City has worked closely with communities who have led the way on emergency preparedness and local response to disasters. This preparedness work has focused on protecting the health and safety of New Yorkers during and after emergency events in partnership with volunteers, faith-based organizations, civic leaders, and local businesses. Through its Citizen Corps program, NYCEM has led programming on risk communication and emergency planning including the release of the Community Emergency Toolkit. NYC Citizen Corps also convenes leaders from a variety of sectors to share best practices and foster a mindful and inclusive approach to emergency planning for those with disabilities, access, and functional needs. Over the past year, the Mayor's Office and NYCEM have convened the Hurricane Sandy Charitable Organizations and Houses of Worship Recovery Task Force, and released a report of the Task Force's findings and recommendations in April 2017. The report highlighted lessons learned after Hurricane Sandy and emphasized the importance of leveraging neighborhood leadership and community partnerships to help mitigate the impacts of climate-related events.



Goal: 80 x 50

Achieving an 80 percent reduction in greenhouse gas emissions by 2050 (80 x 50) presents a unique opportunity for New York City to continue our global leadership on climate action and we are already taking the necessary steps to achieve this goal. Climate change is perhaps the toughest challenge New York City will face in the coming decades.

Bold action is necessary from all levels of government and the private sector to make the investments, develop new regulatory frameworks, and drive institutional and societal changes necessary to achieve 80 x 50. Making our city more sustainable and resilient is not only an important and necessary response to climate change; it also represents a shift in the way we live now and into the future. That's why we have committed billions of dollars for energy efficiency measures in our own municipal buildings, ramped up our Green Buildings programs, and dramatically expanded the use of solar power across the city. In each case, we are seeking to use the City's purchasing power to transform the marketplace and create demand for the technologies we know will be necessary to achieve 80 x 50.

INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Greenhouse gas emissions reductions relative to 2005</p>	<p>14% (through the end of 2015)</p>	<p>12% (through the end of 2014)</p>



A 50 kW solar installation on a NYC public school in Battery Park

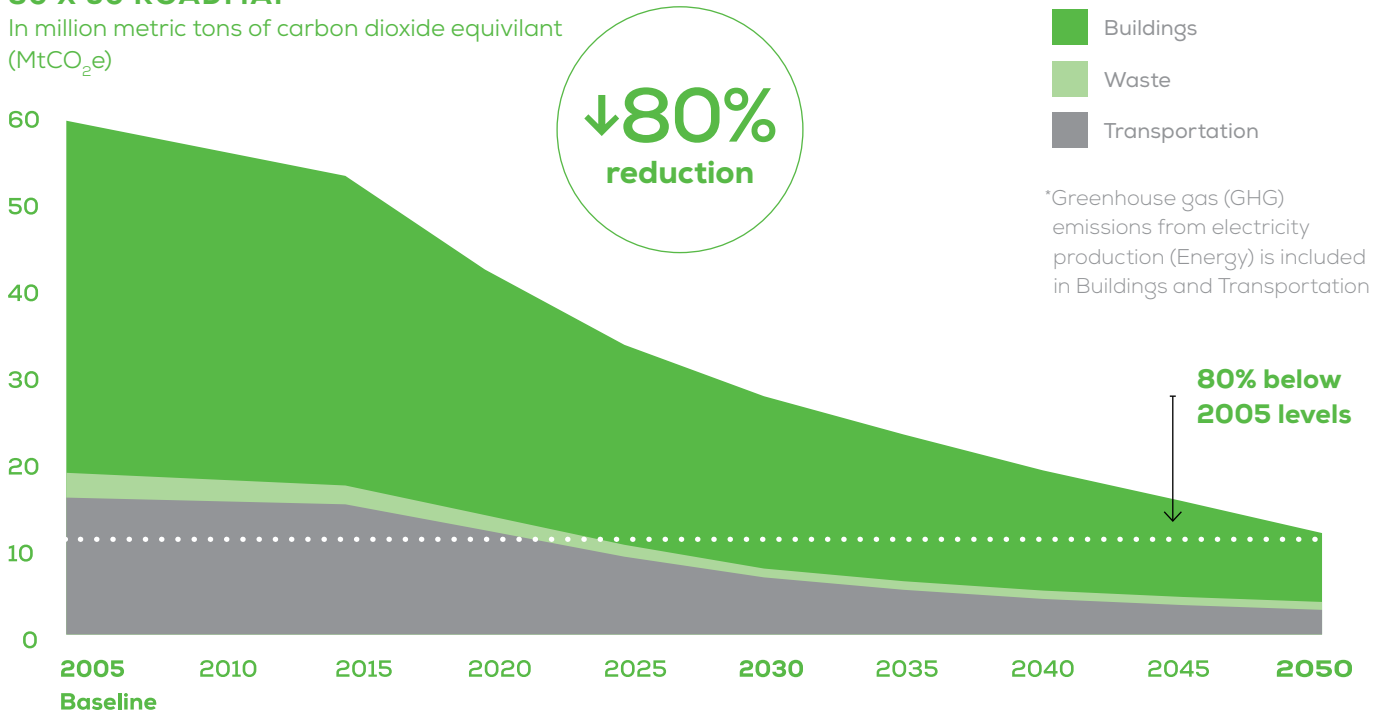
Photo by NYC Department of Citywide Administrative Services



The City Developed and Released *New York City's Roadmap to 80 x 50* Using a First-of-its-kind Methodology to Conduct a More Sophisticated and Deeper Sector-specific Analysis

80 X 50 ROADMAP

In million metric tons of carbon dioxide equivalent (MtCO₂e)



The City conducted world-leading analysis of the city's emissions to examine the technical potential for greenhouse gas (GHG) reductions from the energy, buildings, transportation, and waste sectors that would achieve 80 x 50. The results of this analysis were released in September 2016 in *New York City's Roadmap to 80 x 50*. This groundbreaking analysis found that prior to 2014, the City was on track to achieve 30 x 30 and, with the commitments in OneNYC and related efforts, the City has bent the GHG curve and is now on track to achieve an interim target of a 40 percent reduction by 2030 (40 x 30). **However, these efforts alone are not enough to reach 80 x 50.** Therefore, the City is poised to do more to reduce emissions in New York City and lead progress across the globe in order to avoid the worst impacts of climate change.



Printed copy of New York City's Roadmap to 80 x 50

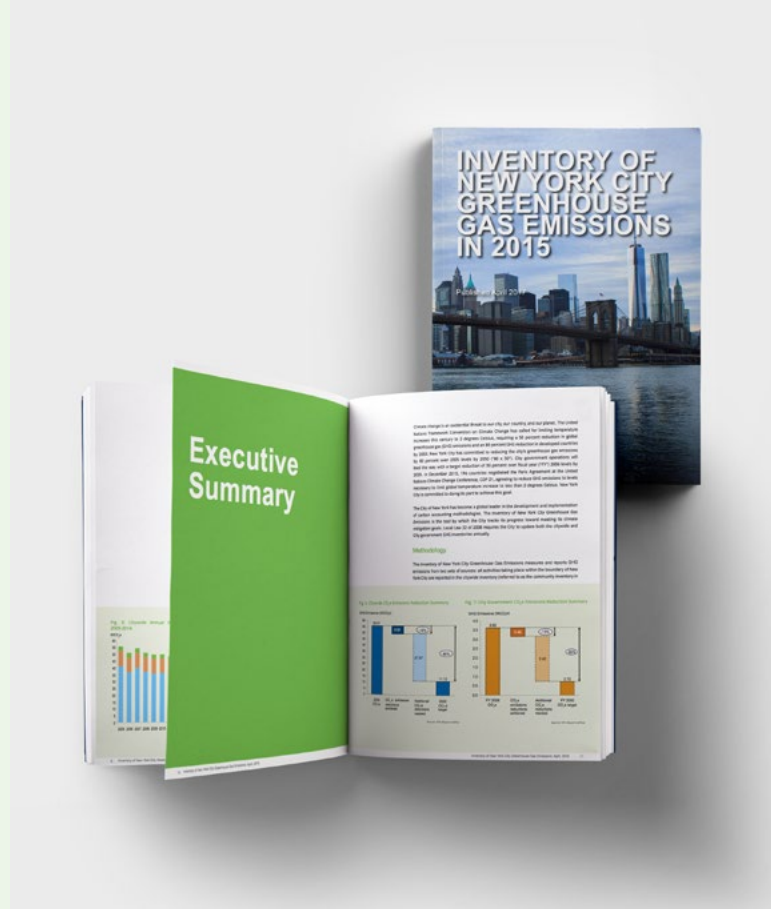


INVENTORY OF NEW YORK CITY GREENHOUSE GAS EMISSIONS

New York City has been a leader in greenhouse gas (GHG) accounting practices since 2007 and now has one of the richest GHG data sets of any city. The City codified this process with Local Law 22 of 2008, which requires the City to complete an annual GHG inventory to measure, report, and track both citywide GHG emissions and those from City government operations. In 2015, the City signed on to the Global Covenant of Mayors for Climate & Energy, committing to work with cities across the globe and use consistent best practices in GHG emissions accounting in a shared effort to track progress toward climate mitigation goals.

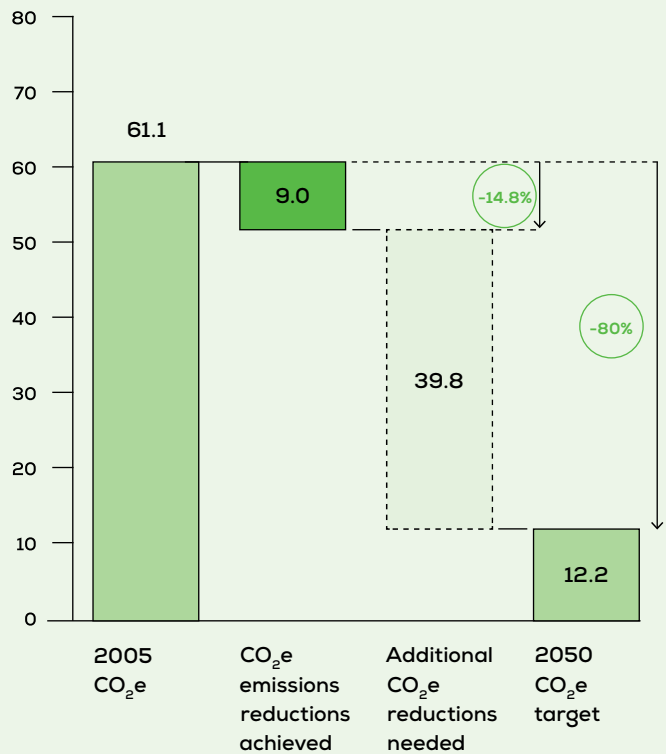
Accordingly, following the guidance of the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC), additional data sets and accounting methodologies were accounted for in the 2014 annual GHG inventory for the first time. The citywide GPC BASIC GHG inventory consists of all direct and indirect GHG emissions from energy used by buildings and other stationary sources; on-road transportation and public transit within the geographic borders of New York City; fugitive GHG emissions from wastewater treatment and solid waste disposed out of the city; and natural gas distribution within New York City. GHG emissions measurement and reporting is a continually evolving science, as new data sources, emissions factors, and methodologies require consistent revision of past results and the adoption of new practices. As such, the City updates prior years' GHG results accordingly each year as it reports the most recent year's GHG emissions.

The Greenhouse Gas Inventory tracks the progress of our climate mitigation strategies and continues to guide and prioritize the impact of City actions. The GPC compliant 2014 GHG inventory data set was the basis for the development of *New York City's Roadmap to 80 x 50*. This data was used to develop distinct models for each of the four sectors—energy, buildings, transportation, and waste. These models were integrated into a greenhouse gas management tool called the NYC Greenhouse Gas Calculator that will allow the City to monitor and update progress toward our 80 x 50 goal. The calculator will be updated with time, using new data sets collected as part of the inventory process, and our actions will be refined based on best-available science and the newest technologies available.



Printed copy of *Inventory of New York City Greenhouse Gas Emissions in 2015*

CITYWIDE EMISSIONS REDUCTION FROM 2005 TO 2015 (MtCO₂e)





The City Awards Nearly \$100 Million for GHG-reducing Projects

Since April 2016, the Department of Citywide Administrative Services (DCAS) has awarded \$85.4 million in two rounds of solicitations through its Accelerated Conservation and Efficiency (ACE) program to projects in City-owned buildings that are expected to reduce more than 22,750 metric tons of carbon dioxide equivalent (tCO₂e), and result in approximately \$7.2 million in annual energy costs savings. ACE-funded projects include solar installations, comprehensive building energy upgrades, boiler retrofits, chiller controls, fuel oil conversions, and lighting upgrades.

In this past year, DCAS' Expenses for Conservation and Efficiency Leadership (ExCEL) program, which provides support to City agency facility operators in their energy reduction efforts, and expense funding for energy efficiency projects, has awarded \$13.5 million for expense-funded projects in City-owned buildings that will reduce 13,377 tCO₂e and yield \$4.86 million in energy cost savings.

Photo by NYC Department of Citywide Administrative Services



Solar installation in NYC

LED STREETLIGHT REPLACEMENT



LED Streetlights on FDR Drive

The New York City Department of Transportation (DOT) maintains over 315,000 streetlights and other public lights throughout the City which account for nearly 60 percent of DOT's energy usage. DOT began retrofitting its high pressure sodium lights to LED streetlights in August 2014 with funding from the Accelerated Conservation and Efficiency (ACE) program administered by the Department of Citywide Administrative Services (DCAS).

LED lights are more energy efficient and last longer, resulting in cost savings on both energy and maintenance. Once the installation is complete, it is expected to save the City over \$6 million in electricity and \$8 million on maintenance annually. This electrical savings of over 58 million kWh could power over 7,600 New York State homes for a year.

To date, all streetlights in Brooklyn and the majority of lights in Queens have been replaced, representing 63 percent completion of the retrofit project. The project is projected to be completed by 2019.



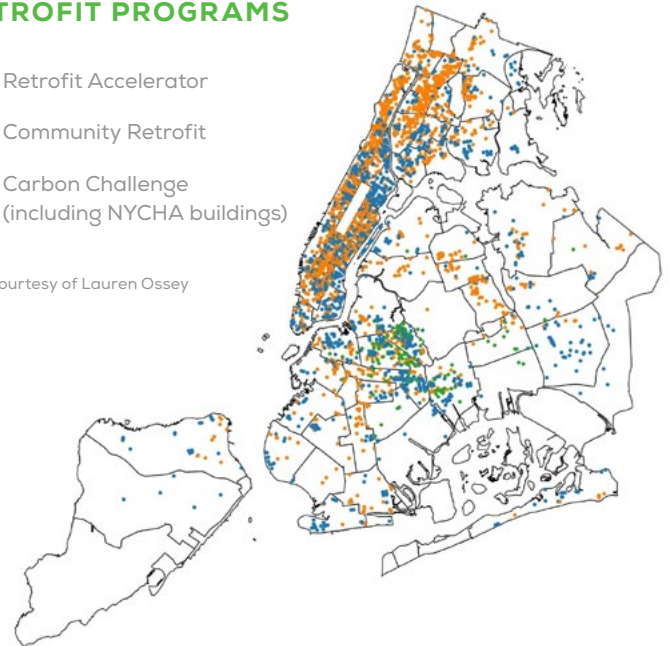
The City’s Green Building Programs Reduced Over 300,000 Metric Tons of Carbon Dioxide by Assisting More Than 7,000 Buildings and Generating an Estimated 600 Jobs

In 2016, the City doubled the size of the existing NYC Carbon Challenge for Commercial Offices and the NYC Carbon Challenge for Multifamily Buildings, adding 2,700 buildings and almost 250 million square feet to the Carbon Challenge and bringing the size of the total program to 515 million square feet—or nine percent of built space in NYC. This includes the addition of all NYCHA properties, which represent more than 175 million square feet and house more than 400,000 New Yorkers. The City has also continued implementation of the NYC Retrofit Accelerator, reaching nearly 4,000 buildings and helping nearly 500 buildings initiate or complete projects to date; and launched Community Retrofit NYC, a complementary program to the NYC Retrofit Accelerator for small- and mid-sized multifamily buildings in northern and central Brooklyn and southern Queens. By 2025, these programs are expected to generate more than \$2 billion in capital spending and more than 1,000 local construction-related jobs while reducing GHG emissions by over 1.5 million tCO₂e.

BUILDINGS ASSISTED THROUGH NYC’S RETROFIT PROGRAMS

- Retrofit Accelerator
- Community Retrofit
- Carbon Challenge (including NYCHA buildings)

Map courtesy of Lauren Ossey



STEAM HEAT CAMPAIGN

The NYC Retrofit Accelerator launched a “Better Steam Heat” campaign to provide outreach and assistance to buildings to upgrade their steam heating distribution systems. These systems are present in 70 percent of large NYC buildings and are often poorly maintained, leading to energy waste and overheated apartments. This includes training and qualifying heating service firms and connecting them to steam upgrade projects generated through the program. The Retrofit Accelerator is now assisting with over 100 steam heating upgrade projects, which reduce heating costs by 15 percent for a typical scope of work.



Better Steam Heat campaign advertisement



The City Set New Solar Targets for 2030 and Citywide Solar Capacity Surpassed 100MW

Citywide solar capacity has surpassed 100 megawatts (MW), keeping the city on track to meet the goal of installing 100 MW of solar power on public buildings and spurring the installation of 250 MW on private buildings by 2025. Because of the role these targets play in catalyzing the city’s solar market, in September 2016, Mayor de Blasio expanded the City’s solar commitment to 1,000 MW of citywide solar capacity by 2030. With already more than 2,700 solar jobs in the city, the expanded solar capacity target will enable even more local job opportunities.

1,000 MW of solar capacity can meet the power needs of more than 250,000 households. To ensure this renewable energy is available consistently, the City committed to the deployment of 100 megawatt-hours (MWh) of energy storage citywide by 2020. This target will help reduce reliance on the grid by making variable sources of energy production, such as solar panels, usable for more of the day. Energy storage also helps increase the city’s resiliency by providing backup energy when the grid is offline, and can ease demand on a constrained grid while helping New Yorkers manage energy bills.



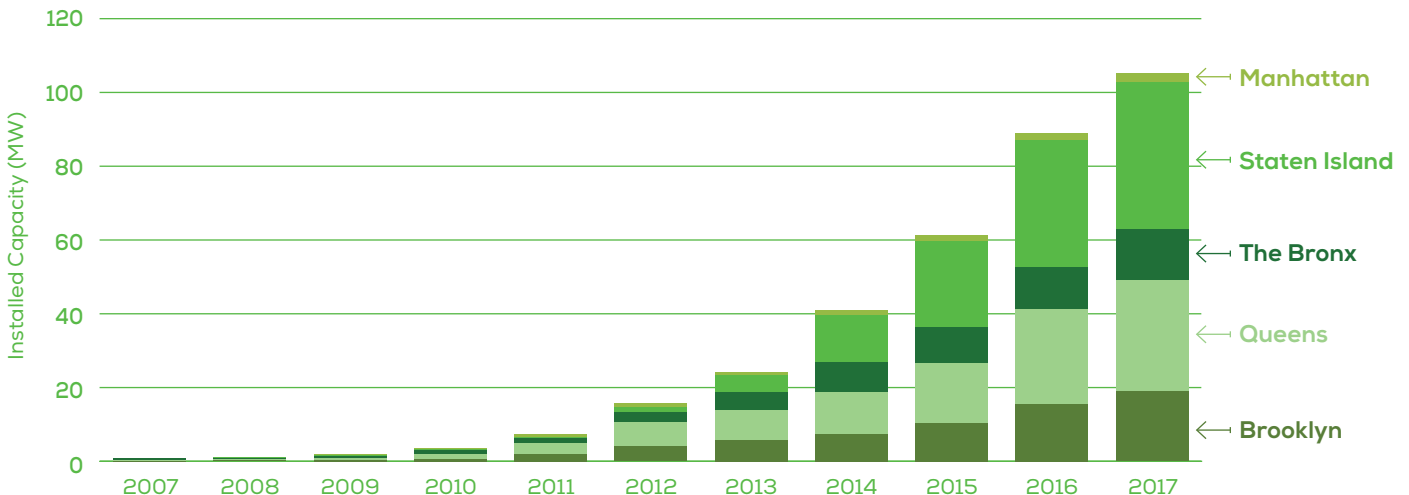
A 362 kW solar installation on Hillcrest High School in Jamaica Queens



An enclosed lithium-ion battery energy storage system being installed as part of a microgrid at the Marcus Garvey Village in Brownsville, Brooklyn in March 2017

Photo by Demand Energy

NYC INSTALLED SOLAR CAPACITY BY BOROUGH



Source: New York State Energy Research and Development Authority (NYSERDA)



Initiative 1: Develop near-term local actions and long term regional strategies to reduce greenhouse gas emissions from the power sector

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.1.1 Develop 80 x 50 action plan for the power sector	MOS	Completed / Funded	Released New York City's Roadmap to 80 x 50, which used a first-of-its-kind methodology to develop a sector-specific analysis to identify the city's current emissions trajectory and scenarios for achieving 80x50.	<ul style="list-style-type: none"> › Release action plan for how NYC will reduce GHG emissions 80 percent by 2050 › Track progress via annual publication of the New York City Greenhouse Gas Emissions Inventory in accordance with Local Law 22 of 2008 	Completed	<ul style="list-style-type: none"> › Publish progress made on implementing 80 x 50 plan › Track progress via annual publication of the New York City Greenhouse Gas Emissions Inventory in accordance with Local Law 22 of 2008
3.1.1A. Remove barriers to more efficient power generation and increased renewable power production	MOS	In Progress / Budget Neutral	<p>The City was an active participant in discussions for the Public Service Commission's (PSC) Value of Distributed Energy Resources ("Value of DER") proceeding, which intends to develop a successor tariff to replace net energy metering for exports of energy from distributed generators, such as solar PV. The City advocated for inclusion of social and environmental factors beyond the social cost of carbon avoided (namely, avoided local air pollution) to be included in calculating the value of export credits, as well as for assignment of locational adders to distributed energy resources sited in public policy priority areas to be designated by municipalities in conjunction with the PSC.</p> <p>The City was also an active member of the NYS Joint Utilities' Distributed System Implementation Plan Engagement Groups on topics relating to distribution system planning and market operations, which informed the Joint Utilities' Supplemental Distributed System Implementation Plan filing in November 2016.</p> <p>Finally, in September 2016 the City submitted a petition to the PSC jointly with Solar One, Natural Resources Defense Council (NRDC), Environmental Defense Fund (EDF), Association for Energy Affordability (AEA), and GRID Alternatives to request a waiver from the current ten-subscriber minimum for community distributed generation projects located on properties with multiple residential units, with the intention of enabling more micro shared solar projects throughout the city. The petition was approved by the PSC in March 2017.</p>	<ul style="list-style-type: none"> › Advocate in the interest of city residents in all REV proceedings › Serve on advisory committees to inform Con Edison's Distributed System Implementation Plan (DSIP) › Convene a meeting with the New York Independent System Operator (NYISO) to discuss alternative mechanisms to incent repowering in light of the Federal Energy Regulatory Commission (FERC) ruling on buyer-side mitigation* 	Completed	<ul style="list-style-type: none"> › Work with generation owners to determine next-generation technology that is best suited to support an energy supply dominated by renewable energy › Work with the PSC to develop long-term successor tariff to net metering through Value of DER proceeding › Advocate in the interest of city residents in all REV proceedings › Engage with Con Edison on implementation of distributed system platform rollout › Continue to monitor wholesale market regulations for impacts for in-city generators › Continue discussions with NYISO to discuss alternative mechanisms to incent repowering in light of the FERC ruling on buyer-side mitigation



Initiative 1: Develop near-term local actions and long term regional strategies to reduce greenhouse gas emissions from the power sector

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.1.1B. Support the development of renewable power resources	MOS	In Progress / Budget Neutral	<p>As of April 2017, installed solar capacity citywide was at 105 MW (of which 8.8 MW are on City-owned buildings), with solar capacity waiting in the installation queue bringing the total capacity to more than five times pre-2014 levels.</p> <p>Solarize NYC was launched in April 2016 and the first round of official Solarize NYC campaigns began in April 2017. Shared Solar NYC went live in summer 2016 to match prospective customers, developers, and site hosts for community shared solar projects in NYC and will continue to seek opportunities to support the nascent market for community shared solar in NYC.</p> <p>Per Local Law 24 of 2016, DCAS completed and released the Solar100 report in December 2016 to disclose solar potential of City-owned properties above 10,000 square feet as well as the solar readiness of City-owned rooftops. This report also outlines a comprehensive strategy for progressing toward the 100 MW goal for solar installations on City-owned properties by 2025. A power purchase agreement for roughly 15 MW of solar across 88 sites was finalized in early 2017 and will begin construction in mid-2017.</p>	› Work with stakeholders to explore ways to pool consumer purchasing power and demand for locally produced renewable energy	Partially Complete	› Increase ground-mount solar penetration, including an expanded solar canopy portfolio
				› Continue pursuing the development of 250 MW of rooftop solar on private buildings in part by supporting Solarize NYC and community shared solar opportunities	Completed	› Increase the amount of solar penetration from community shared solar installations › Expand Solarize NYC into new communities throughout the city
				› Launch the Solarize NYC program citywide and advance solar development at city landfills	Partially Complete	› Launch at least one Solarize NYC campaign with a community shared solar offering
				› Support renewable energy investment through large-scale solar Power Purchase Agreements (PPAs) to install solar PV at City-owned sites and finalize renewable purchasing strategy	Partially Complete	› Commence construction on City solar PPA sites*
				› Continue to support Offshore Wind Collaborative	Completed	› Continue to support Offshore Wind Collaborative
				› Identify City-owned sites to use as solar parking canopy pilots	Completed	› Install the first solar parking canopy installations on City-owned property
				3.1.1C. Increase the share of wind power in the City's power mix	MOS	In Progress / In Planning
› Continue to engage state and federal agencies on importance to the City of the development of offshore wind and support the Offshore Wind Collaborative	Completed	› Continue to engage state and federal agencies on importance to the City of the development of offshore wind and support the Offshore Wind Collaborative				
› Work with Bureau of Ocean and Energy Management (BOEM) and NYS to ensure a lease auction for offshore wind is issued	Completed	› Monitor progress on lease area				



Initiative 1: Develop near-term local actions and long term regional strategies to reduce greenhouse gas emissions from the power sector

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.1.1D. Adopt smart grid technologies and reduce transmission bottlenecks	MOS	In Progress / Call for Action	The City expanded participation in Con Edison Demand Response programs following the restructuring of related utility incentives, effective summer 2016. The City expanded overall Demand Response participation in winter (42 MW) and summer (58 MW) programs. To date, over 200 accounts have acquired real-time load monitoring functionality. Two energy storage projects have started construction as part of Phase 2 of the IDEA demonstrations, seven out of 13 HVAC optimization technologies have completed contracting in Phase 3, and Phase 4 was successfully launched with seven renewable energy technologies selected for demonstration.	› Monitor and participate in the alternating current transmission proceeding and advocate for projects that relieve bottlenecks and allow the transmission of more renewable energy to the Lower Hudson Valley and NYC	Completed	› Monitor progress of AMI rollout for Con Ed, National Grid, and LIPA
				› Complete installation of demand meters in public facilities participating in the DCAS demand response program and evaluate the value of rolling out to other City facilities	Completed	
				› Reach 45 MW enrolled	Completed	› Reach 50 MW enrolled in Demand Response programs*
				› Complete contraction for all IDEA Phase 3 technologies and launch IDEA Phase 4, focused on innovations in renewable energy	Partially Complete	› Release reports on Phase 2 (battery storage) completed projects
				› Provide recommendations for smart grid technologies within REV to be integrated in the utility DSIPs. The DSIPs will detail how the utility will take on the role as a distributed energy platform which will offer enhanced functions to enable REV implementation	Completed	
3.1.1E. Expand decentralized power production	MOS	In Progress / Budget Neutral	The City participated in the State's Reforming the Energy Vision (REV) proceedings to support the integration of social factors into the value of distributed energy resources. Working within the Con Edison Standby Rate collaborative, the City also established local air quality criteria to be applied to new CHP units participating in the Standby Rate Exemption pilot in New York City. Through NYC Health + Hospitals, the City is currently in progress with the design and construction of a 1.6 megawatt cogeneration plant at Kings County Hospital in Brooklyn, NY. The project is slated for completed installation by the end of 2017. DCAS Energy Management and NYC Health + Hospitals also kicked off two battery storage projects as part of the IDEA program. These innovative battery energy storage projects will demonstrate the potential for peak load reduction, building resiliency and possible pairing with renewable energy sources such as solar photovoltaic panels. The installations will be completed during the second half of 2017. Finally, the City continued to refine the Community Energy Map and assessed the technical potential for localized energy sources across the city.	› Complete map that will identify opportunities for community energy projects	Partially Complete	› Align findings from Collaborative with ongoing work of NYC Retrofit Accelerator and Community Retrofit NYC › Engage stakeholders to refine prioritization of community energy opportunities
				› Work with Community Energy Collaborative to identify high priority projects within New York City	Partially Complete	



Initiative 1: Develop near-term local actions and long term regional strategies to reduce greenhouse gas emissions from the power sector

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.1.1F. Achieve net-zero energy at in-city wastewater treatment plants by 2050	DEP	In Progress / Funded	The City, through DEP, has developed and integrated new energy conservation measures into State of Good Repair projects for all 14 wastewater treatment plants throughout the city and DEP is evaluating opportunities for innovative solar installations at wastewater treatment plants and upstate facilities. Design has been completed for the installation of a 12 megawatt cogeneration system at the North River Wastewater Treatment Plant. Additionally, the City has begun to design replacement digesters at Hunts Point with more energy efficient systems. Finally, DEP is preparing an energy study to develop strategies that meet the City's goals for energy reductions, renewable energy generation, biosolids optimization, and waste reductions.	› Complete design of the North River Wastewater Treatment Plant cogeneration system	Completed	› Begin construction of the North River Wastewater Treatment Plant cogeneration system

Initiative 2: Develop a mode shift action plan to reduce greenhouse gas emissions from the transportation sector

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.1.2 Develop 80 x 50 action plan for the transportation sector	MOS	Completed / Funded	Released New York City's Roadmap to 80 x 50, which used a first-of-its-kind methodology to develop a sector-specific analysis to identify the city's current emissions trajectory and scenarios for achieving 80 x 50.	› Release action plan for how NYC will reduce GHG emissions 80 percent by 2050	Completed	› Publish progress made on implementing 80 x 50 plan
3.1.2A. Reduce carbon emissions from the City government vehicle fleet	MOS	In Progress / Budget Neutral	The City now has over 665 electric vehicle sedans in its municipal fleet and is on pace to surpass 1,000 by end of July 2017, in addition to 220 Stealth ambulances that either run on auxiliary power units (APUs) or plug into curbside chargers rather than idling. Agency carshare has been expanded to additional agencies and diesel particulate filters have been applied to 90% of diesel fleet to bring vehicles up to 2007 EPA emissions standards.	› Order the first 200 electric vehicles to be added to City fleet by 2025 › Expand biodiesel use by City fleet by testing blends above B5, up to B50 seasonally	Completed Completed	› Order at least 100 more electric vehicles › Reach 1,000 EV units in the City fleet › Continue to expand biodiesel use by City fleet by testing blends above B5, up to B50 seasonally

Initiative 3: Build upon Zero Waste to reduce greenhouse gas emissions from the solid waste sector

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.1.3 Develop 80 x 50 action plan for the solid waste sector	MOS	Completed / Funded	Released New York City's Roadmap to 80 x 50, which used a first-of-its-kind methodology to develop a sector-specific analysis to identify the city's current emissions trajectory and scenarios for achieving 80x50.	› Release action plan for how NYC will reduce GHG emissions 80 percent by 2050	Completed	› Publish progress made on implementing 80 x 50 plan



Initiative 4: Continue implementation of One City: Built to Last

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.1.4 Continue implementation of One City: Built to Last to reduce greenhouse gas emissions from buildings by 30 percent by 2025, and chart a long-term path away from fossil fuels	MOS	In Progress / Funded	<p>The City has made an unprecedented commitment to invest \$2.6 billion to retrofit every City-owned building with significant energy use by 2025. To date, the City has retrofitted more than 1,300 buildings, saving an estimated \$14 million in electricity costs and reducing GHG emissions by approximately 34,000 tCO₂e since FY2015. This includes: the ACE program which reduced 2,600 tCO₂e, avoided \$1.5 million energy costs, and created 24 construction jobs; the ExCEL program which reduced 27,000 tCO₂e, avoided \$10.5 million energy costs, and created 141 construction jobs; the IDEA program which launched 12 new technologies under demonstration, and successfully completed 20 demonstrations; the Clean Energy Program which avoided 3,200 tCO₂e, avoided \$1.5 million energy costs, and created 172 construction jobs; and other programs and initiatives citywide.</p> <p>The City also pursued energy efficiency measures in private buildings. The City expanded local benchmarking, lighting, and sub-metering requirements to mid-sized buildings over 25,000 square feet, bringing the threshold down from 50,000 square feet. The City also expanded the NYC Carbon Challenge to include 12 commercial owners and doubled the size of both the NYC Carbon Challenge for Commercial Offices and the NYC Carbon Challenge for Multifamily Buildings (including the addition of all NYCHA properties, representing over 100 million square feet, over 2,500 buildings, and housing over 400,000 New Yorkers). In January 2016, the City launched the Benchmarking Help Center to assist buildings complying with the City's benchmarking requirements and help improve data quality, reaching over 900 properties as of January 2017. The Department of Small Business Services (SBS) launched the NYC Building Operator Training program in January 2017, and trained 13 building operators in the first cohort. The City also continued implementation of the NYC Retrofit Accelerator—reaching nearly 4,000 buildings and helping over 400 of those initiate or complete projects to date. Additionally, the City launched Community Retrofit NYC—a complementary program to the NYC Retrofit Accelerator for small- and mid-sized multifamily buildings in northern and central Brooklyn and southern Queens. The program has engaged with over 300 small- and mid-sized multifamily buildings in these neighborhoods and over 170 of these buildings have initiated or completed projects. HPD continued to implement the Green Housing Preservation Program, providing low- and no-interest financing for energy efficiency and rehabilitation work to 151 units of housing. The energy efficiency upgrades in these buildings are projected to reduce building energy costs by up to 40% annually. The City also formally launched Solarize NYC</p>	<ul style="list-style-type: none"> › Launch Codes Task Force to draft code language, implement energy conservation measures for existing buildings, and create new metrics and performance targets for new construction › Award a 15 MW solar power-purchase agreement contract to install rooftop solar and kick off construction at all 88 sites across the City › Award round 5 and round 6 ACE projects and release round 7 applications › Release application and select winners for FY17 ExCEL › Complete construction for all IDEA Phase 3 technologies, launch IDEA Phase 4 (focused on innovations in renewable energy), and release reports for Phase 1 (building controls) completed projects › Pilot real-time electricity monitoring in non-demand response facilities › Begin construction on the first two EPCs, serving 45 developments › Launch a "High Performance Retrofit Track" within the Retrofit Accelerator to develop education, guidance, and financing resources for buildings interested in pursuing deep energy retrofits 	<ul style="list-style-type: none"> Partially Complete Partially Complete Completed Completed Completed Completed Completed Partially Complete 	<ul style="list-style-type: none"> › Continue to implement strategies to reduce GHGs from all buildings in NYC › Assist at least 3,000 mid-size building owners benchmark through the NYC Benchmarking Help Center › Complete a template to provide owners with their deep energy retrofit strategies based on Local Law 87 energy audit reports › Update Local Law 87 requirements to strengthen requirements for retro-commissioning of heating distribution systems and begin requiring reporting of deep energy retrofit strategies › Pass the performance-based Energy Code for new construction and substantial renovations › Select and kick-off solar parking lot canopy pilot projects and continue to advance all power purchase agreement sites that will be advancing through the construction phase › Award round 7 and round 8 ACE projects and release round 9 applications › Ensure completion of all FY17 ExCEL projects and release FY18 applications › Release reports on IDEA Phase 2 (battery storage) completed projects › Expand program participation to at least two additional agencies › Continue implementation of EPC series through 32 more NYCHA developments › Continue assisting building owners and decision-makers through the Retrofit Accelerator and measure progress toward the program goal of 1,500 completed projects by fall 2018, including development of the pipeline of high performance retrofit projects › Continue implementing the Retrofit Accelerator and at least double the number of initiated or completed projects



Initiative 4: Continue implementation of One City: Built to Last

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
			<p>and Shared Solar NYC in mid-2016. Applications were received for the first round of Solarize NYC, and two campaigns are set to begin in April 2017. Shared Solar NYC is accepting applications through the Shared Solar Gateway (sharesolarnyc.com) to connect prospective customers, developers, and host sites for solar projects. Additionally, in April 2016, SBS, in partnership with Sustainable South Bronx, launched the second cohort of the NYC CoolRoofs training program with 32 enrolled participants.</p> <p>The City has also begun implementing the policies and programs included in the One City: Built to Last Technical Working Group Report. These programs and policies will help place buildings on a pathway to realize the reductions necessary from buildings to achieve 80 x 50. The City launched the NYC Carbon Challenge for Commercial Owners and Tenants in 2017 to facilitate coordination between owners and tenants on efficiency measures, adding 24 new participants and 63 million square feet to the program. The City initiated the High Performance Retrofit Track of the Retrofit Accelerator and a template to provide owners with their deep energy retrofit strategies based on Local Law 87 energy audit reports. The City also launched the technical standards development committee to develop updates to Local Law 87 requirements to strengthen requirements for retro-commissioning of heating distribution systems in late 2016. The City began development of a performance-based Energy Code for new construction and substantial renovations and a complementary New York City program to award the design and construction of low-energy buildings. Finally, the City is assessing the economic cost/benefit impact of performance requirements for fossil fuel-based systems in large and mid-sized existing buildings.</p>	<ul style="list-style-type: none"> › Launch Community Retrofit NYC › Expand Carbon Challenge program into at least one new sector › Launch the Building Operators Training Program in partnership with CUNY and other local providers and train 100 operators › Close the first projects in the Green Housing Preservation Program › Implement the Green Physical Needs Assessment (GPNA) in HPD's and HDC's Fiscal Year 2016 transactions › Work with City Council to pass legislation for mid-size building benchmarking, lighting, and sub-metering › Move forward with 2016 update to the NYC Energy Conservation Code which is pending introduction to City Council and is anticipated to have an effective date before the end of 2016 › Complete the study of the Alteration-2 pilot, as well as a report › Launch Solarize NYC › Coat one million square feet of rooftop and provide training and job-connection services for 75 New Yorkers through the NYC Cool Roofs program › Finish construction on two Urban Technology Growth Hubs in Brooklyn and Manhattan 	<ul style="list-style-type: none"> Completed Completed Partially Complete Completed Partially Complete Completed Completed Partially Complete Completed Partially Complete Partially Complete 	<ul style="list-style-type: none"> › Move towards program goal of completing 500 Community Retrofit NYC projects by spring 2019 › Continue implementing Community Retrofit NYC and at least double the number of initiated or completed projects › Expand Carbon Challenge program into at least two new sectors and double size of the Multifamily Buildings and Commercial Office Challenges › The NYC Carbon Challenge for Universities will reach its 10 year end date, and the City will seek to extend the commitments of both universities and hospitals through 2025 › Train 300 building operators › Measure the energy savings from operators that have already completed NYC Building Operator Training Program › Continue to implement the Green Housing Preservation Program › Continue to use the GPNA in Fiscal Year 2017 transactions › Work with City Council to pass legislation for mid-size building auditing › Continue to work with Council on NYC Energy Conservation Code › Implement a permanent program for enforcement of the energy code on alteration projects if deemed effective › Coat one million square feet of rooftop and provide training and job-connection services for 75 New Yorkers › Launch two cohorts of NYC CoolRoofs, with at least 35 participants enrolled in each › Achieve a completion rate of 90% for each cohort of the NYC CoolRoofs program

*Item has been modified since 2016 Progress Report



Goal: Zero Waste

The City is leading New Yorkers to send zero waste to landfills by 2030

Most of what New Yorkers throw away is useful in some way, but still winds up in landfills. This creates unnecessary demand for new natural resources, like forests and oil. Yesterday’s newspapers can be recycled into tomorrow’s pizza boxes. Empty, plastic soda bottles can be transformed into new bottles or clothing. Food scraps, food-soiled paper, and yard waste can be turned into soil-enriching compost and renewable fuel. By keeping these and other products out of garbage cans, the City is reclaiming them and putting them to good use.

Every year, New Yorkers generate more than 6 million tons of trash and recyclables at home, school, and work, and in commercial establishments. This waste has real consequences on the environment. All told, the collection, processing, disposal, and decomposition of New York City’s solid waste generates more than 2 million metric tons of CO₂ each year. By making it easier to reduce what we use, reuse what we have, recycle what we can, and repurpose the rest, we’ll tread more lightly on our environment for the next generation. Over the past year, the City made strides toward achieving zero waste (ox30) by composting more organic materials, donating more usable textiles, keeping more electronic waste from landfills, and recycling more paper, metal, glass, and plastic than ever before. We’ve also begun to rethink garbage in groundbreaking ways that treat it as a resource for creating products, energy, and a greener city.









Photo by NYC Department of Sanitation

NYC Department of Sanitation workers picking up organics bins and leaving notes for NYC residents

DSNY THANKS CURBSIDE COMPOSTERS

While quite busy expanding NYC Organics citywide, the Department of Sanitation (DSNY) still knows there’s nothing like a little “thank you” to keep people motivated. This winter, DSNY employees took on early morning hours and inclement weather, going door-to-door along ten collection routes. Residents who participated that day by setting out their brown bin received a note of appreciation and a reusable 0x30 shopping bag. Those who had not participated received another note letting them know why their participation is important. While small, it’s one more way the City is delivering better, more responsive service to all New Yorkers.

INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Reduce volume of DSNY-collected refuse (excluding material collected for reuse/recycling) by 90 percent relative to 2005 baseline of ~3.6M tons</p>	 <p>10.9% reduction from 2005 to 2016 (3,196,200 tons collected in 2016*)</p>	 <p>11.5% reduction from 2005 to 2015 (3,176,900 tons collected in 2015)</p>
 <p>Increase curbside and containerized diversion from a rate of 15.4 percent in 2014</p>	 <p>16.9% (2016)</p>	 <p>16.0% (2015)</p>

*Slight increase from 2015 due to population growth and increased economic activity; however, the rate of recycling is growing faster, as the diversion rate is also rising.



NYC Organics is Now the Largest Curbside Organics Collection Program in the Country, Serving 1 Million Residents

Food scraps, food-soiled paper, and yard trimmings and plants—what we call organics or organic waste—comprise almost one-third of the waste that the NYC Department of Sanitation (DSNY) collects and, when handled properly, is a valuable resource. Now, 1 million New Yorkers receive curbside organics collection service, and DSNY has collected more than 60,000 tons of organic waste. The City has committed to expanding the program this year and expects to serve more than 3 million New Yorkers by the end of 2017.

While most of the organic waste collected in NYC is used to create compost, the City has also begun sending organics to the Newtown Creek Wastewater Treatment Plant’s Digester Eggs, where by 2018 an anaerobic process will turn scraps into clean energy to heat buildings in New York City.

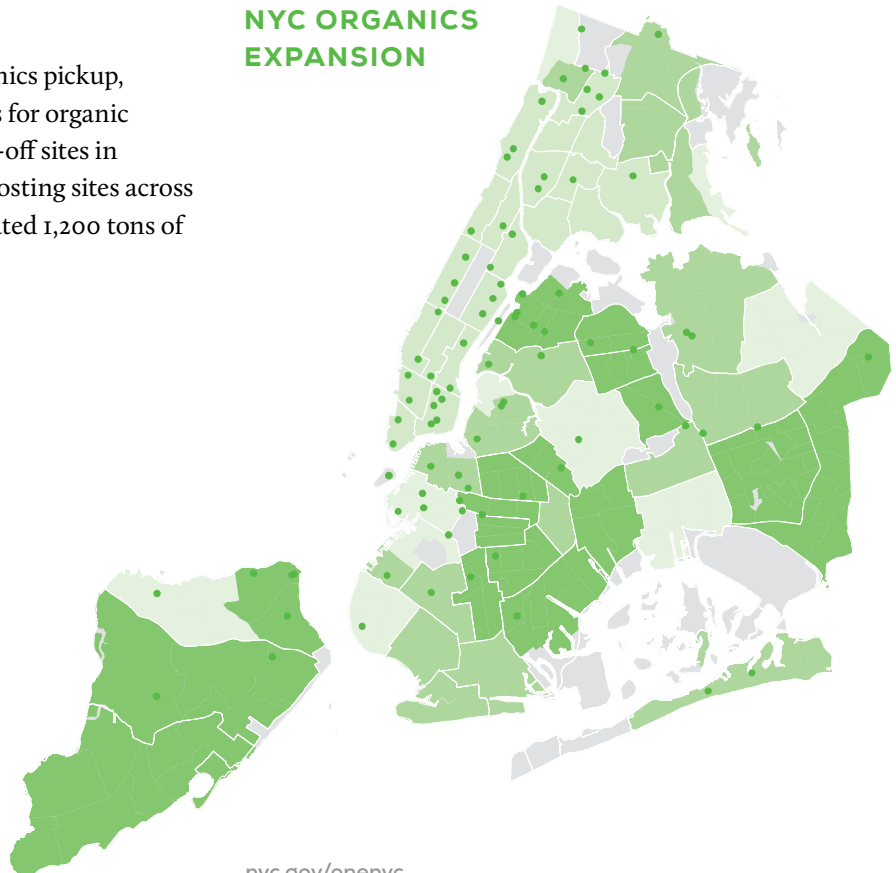
For those not yet receiving curbside organics pickup, DSNY continues to develop drop-off sites for organic waste. There are now more than 88 drop-off sites in addition to at least 225 community composting sites across the five boroughs, which divert an estimated 1,200 tons of organic waste per year.



The Share my bin! Initiative is a voluntary program launched in the Brooklyn neighborhoods of Cobble Hill, Boerum Hill, and Park Slope to encourage residents receiving organics collection to share their brown bins with neighbors who are not yet in the program. Hosts simply add the official Share my bin! sticker to their bin. Once the bin is set out curbside for collection, passersby can drop off their organics, too.

NYC ORGANICS EXPANSION

- Curbside collection of organics is available in these neighborhoods
- Buildings in these neighborhoods are eligible for collection service.
- Curbside organics collection service coming in 2017
- Curbside organics collection service coming in 2018.
- Food scrap drop-off site





Re-Fashion and E-cycle Programs Each Achieved 10 Million Pounds of Diverted Material by Early 2017

New Yorkers throw away more than 200,000 tons of textiles annually even though most of it can be repurposed or reused. Re-fashionNYC is the City’s public-private enterprise with the nonprofit organization Housing Works that makes it easy to collect fabrics, clothing, and other accessories from New Yorkers living in larger buildings. Since its launch in 2011, the program has collected more than 10 million pounds of old goods for new use. Close to 140,000 households now have convenient clothing donations within their apartment buildings.

Because electronic equipment contains lead, mercury, and cadmium, it’s especially important to keep gadgets and tools from reaching landfill, where leaching heavy metals can compromise our ecosystem. In 2016 we reached a new milestone: More than 1,500,000 New York City residents can safely and easily recycle their electronics in their apartment buildings by using e-cycleNYC, DSNY’s electronic waste recycling program in partnership with Electronic Recyclers International. Since launching the program in 2013, we’ve kept more than 10 million pounds of this equipment from the waste stream.

Photo by NYC Department of Sanitation



e-cycleNYC cage full of electronics to be collected and recycled

Residents in smaller buildings and single-family homes also need a convenient way to properly dispose of their electronics. That’s why in 2016 DSNY created the curbside E-Waste Collection Pilot Program in Staten Island, which diverted over 440,000 pounds of e-waste within the first six months.

STRIVERS GARDENS CONDOMINIUM, A ZERO WASTE CHAMPION!

Strivers Gardens Condominium has been enrolled in both the e-cycleNYC and re-fashionNYC programs since May 2015. To date, the complex has recycled 3,060 pounds of electronics, as well as 21,420 pounds of clothing and textiles.

Additionally, in September 2015, residents began participating in the NYC Organics program for food and yard waste. They are a triple threat in the pursuit of zero waste to landfills.

Photo by NYC Department of Sanitation



NYC resident depositing textiles in re-fashionNYC bin



LAUNCHED DONATENYC, A NEW, CONVENIENT WASTE REUSE TOOL

Launched in 2016, donateNYC is a new online portal that helps give new life to old goods and keeps commodities from reaching landfills. New Yorkers can now more easily donate products to a meaningful cause and help others find new-to-them merchandise. From building supplies to sporting goods to medical equipment, this new website and app helps everyone give goods, find goods, and do good. Throughout 2016, New Yorkers reused/redistributed 50,000 tons of material through donateNYC and its participating partner organizations. Almost 30 percent of that was food rescued by our food donation partners.



Photo by NYC Department of Sanitation

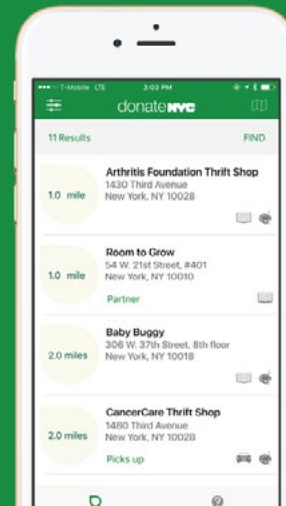
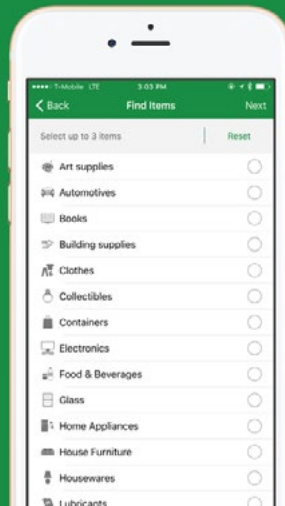
Clothing, furniture, shoes and other goods donated through donateNYC

Easily discover local spots to donate and find second-hand goods

Enter the item you are looking to donate or find

Map View lets you find the nearest location

Search results help you find the right organization for you



Download the donateNYC app on your smart phone's app store

Screenshots of the donateNYC smart phone application that makes it easier than ever to donate and find second-hand goods



DSNY Conducted Targeted Outreach in City Neighborhoods with Historically Low Diversion Rates

DSNY administers a number of programs aimed at increasing recycling rates in neighborhoods that have not traditionally had high diversion rates. For example, DSNY supported NYCHA in rolling out its recycling program starting in 2015. In the ten lowest diversion districts, over 147,000 NYCHA residents can recycle in their homes for the first time. As part of this effort, DSNY added new recycling pickup locations, trained NYCHA staff, and funded resident education for the residents in over 800 buildings located in the ten lowest diversion districts. We have also increased the number of buildings with the e-cycleNYC electronic waste recycling and re-fashionNYC clothing donation program. In the lowest diversion districts to date, over 60,000 apartments have access to electronics recycling through e-cycleNYC and over 5,000 apartments have access to textile recycling through re-fashionNYC. DSNY funds GrowNYC to host zero waste programs, including recycling information tables, Stop-N-Swap events, recycling presentations, and ongoing food scrap drop-off opportunities in low diversion districts. The NYC Compost Project, funded by DSNY, offers ongoing compost education and technical assistance to community compost sites, including those in low diversion districts, to divert organics from the waste stream.



Photo by NYC Department of Sanitation

The DSNY mascots with a NYCHA resident at an outreach event



Photo by NYC Department of Sanitation

DSNY and NYCHA employees during waste management training at a NYCHA housing development



NYCHA RECYCLES!

The New York City Housing Authority (NYCHA) has made recycling bins and DSNY recycling pickup available to every single NYCHA development. NYCHA achieved this milestone in December 2016, giving more than 400,000 residents the ability to foster a healthier, cleaner, and greener planet by recycling.

In an effort to create safe, clean, and connected communities, and transform NYCHA into a more sustainable organization, NYCHA launched a comprehensive recycling implementation plan in February 2015, called NYCHA Recycles! Since then, staff have worked with residents and partners like DSNY, GrowNYC, Green City Force, and NYC Service to bring recycling to all NYCHA developments.

This was no small task. About 1,500 recycling bins (and 800 concrete pads to support them) were installed across the city. More than 1,400 NYCHA employees, including development staff, were trained on recycling procedures. Nearly 12,000 residents from every development learned about recycling through hundreds of kick-off meetings and special events, including those specifically for youth and seniors.

DSNY also collaborated with GrowNYC, a nonprofit organization that works to make New York City a cleaner and healthier place, to create a new and exciting program for NYCHA residents: Environmental Ambassadors. As ambassadors, these residents became volunteer community experts on recycling and continue to help their fellow residents learn about the City’s recycling program. GrowNYC provided two interactive recycling workshops to ambassadors-in-training to teach them why recycling is important, what items to recycle, and how to encourage their neighbors and community members to recycle. During training, residents also attended field trips to various New York City recycling centers to see the City’s recycling program behind the scenes.

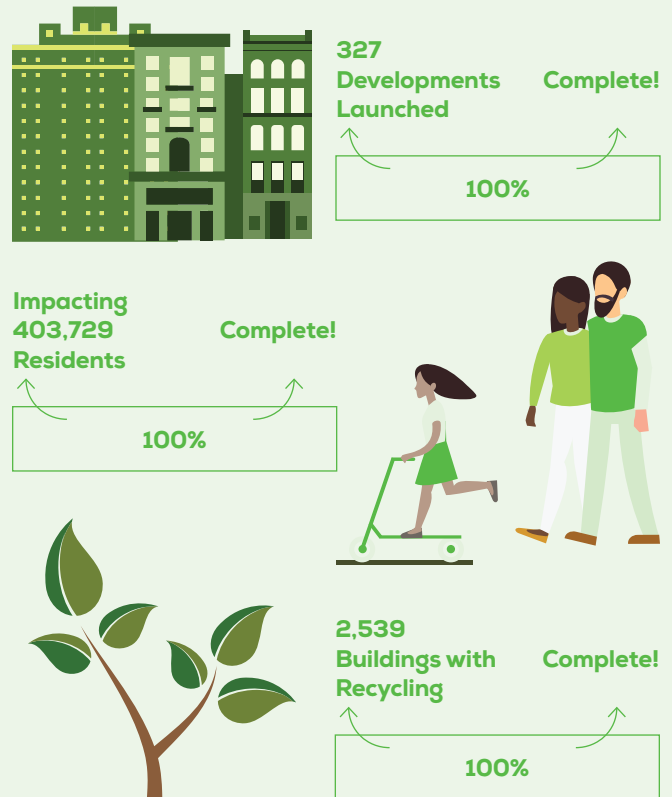
Pamela Azore and Joy Junious are among the 23 residents who were trained with the nonprofit organization GrowNYC as volunteer Environmental Ambassadors to help spread the word about recycling to their neighbors.

“Our Resident Green Committee (RGC) is a small group that does big things,” said Ms. Azore, captain of the RGC at her development, Pomonok Houses. “When I was introduced to recycling, I realized it had to happen and was part of the work the RGC was already doing. My daughter, my husband—we all recycle. I love the bins. I’ve already put up a sticker saying, ‘The bins are here, please recycle.’”

“By recycling, we can create cleaner developments and neighborhoods while being kind to the environment at the same time,” exclaimed Ms. Junious, a resident of Brownsville Houses who was hired by NYCHA to do outreach on recycling after graduating from Green City Force’s job training program.

NYCHA will continue to meet with residents to raise awareness about the importance of recycling and how it’s done. You can learn more about the recycling effort at NYCHA’s website (www.nyc.gov/nycha).

NYCHA RECYCLES IMPLEMENTATION





Launched First 100 Zero Waste Schools, Reaching Nearly 50,000 Public School Students

Achieving zero waste extends to educating the next generation of recyclers in the classroom. The NYC Department of Sanitation partnered with the NYC Department of Education and GrowNYC’s Recycling Champions Program to help children become zero-waste ambassadors—and vastly reduce the garbage their schools generate. Launched in 2016, Zero Waste Schools (ZWS) is a collaborative pilot program dedicated to creating a culture of recycling and sustainability throughout the school system and identifying best practices that can be expanded citywide. More than 25,000 students and 6,000 teachers, administrators, and kitchen and custodial staff have been educated through the Zero Waste Schools program, which the City plans to expand each year until all public schools are included in the program.

FIRST 100 ZWS: BY THE NUMBERS

GRADE LEVEL	NUMBER OF FIRST 100 ZWS
Elementary	51
High School	24
Intermediate	19
K-12, All grades	5
K-8	14
Pre-K	4
Secondary School	5
Total	122

~50,000 Public School Students

0x30

PLEDGE ZERO WASTE!

We’re challenging New Yorkers to embrace zero waste living by taking our Zero Waste Pledge and prioritizing sustainability habits. Together we can make New York City zero waste!

Learn more by using #raisinawareness in social media or visiting: nyc.gov/zerowastepledge



Photo by Vitally Piltser

Brooklyn students show new waste sorting stations as part of the Zero Waste Schools program

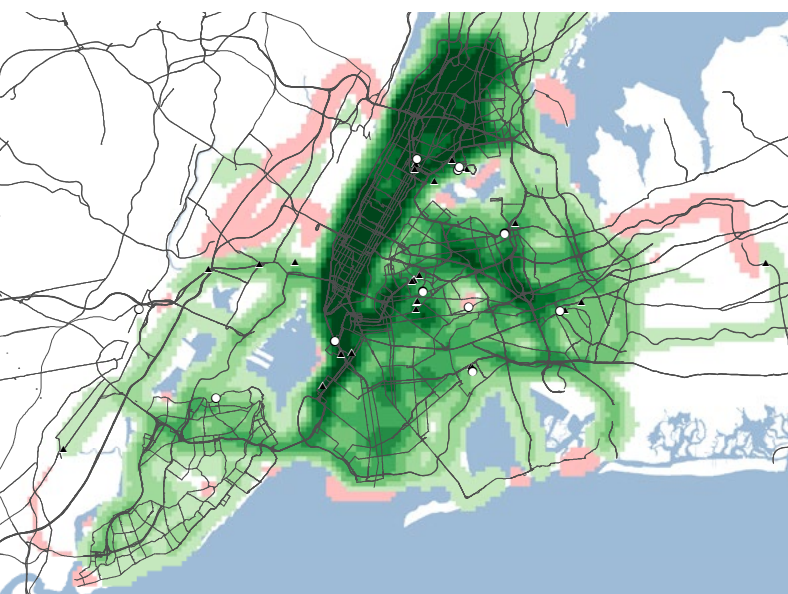


Updated Recycling and Organics Rules help Commercial Businesses Reduce Waste

NYC businesses generate roughly the same amount of waste as NYC residents. Making strides in commercial waste reduction and diversion is a critical component of the City’s zero waste pursuit. For that reason, OneNYC called for a 90 percent reduction in commercial waste by 2030.





In 2016, the City published new business recycling rules that require all business to recycle certain materials and ensure that recyclable materials are properly handled by private carters. The City also published new business organics rules requiring certain businesses to separate their organic waste to be processed by composting or anaerobic/aerobic digestion. All establishments covered under the new organics rules make up about half of all commercial food waste citywide.

TRUCK TRAFFIC REDUCTIONS HEAT MAP



Establishments Covered by Commercial Organics Rules













ATTENTION: If your business meets the minimum requirements outlined below, you must comply with the business organics rules.

 Arenas and Stadiums 15,000 or more seats	 Food Manufacturers 25,000 sq. ft. or more	 Food Wholesalers 20,000 sq. ft. or more	 Food Service in Hotels 150 or more rooms
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What Organics To Separate

 Food Scraps Does not include material sold to farmers or rendering companies, or food that is donated.	 Plant Trimmings	 Food-Soiled Paper	 Certified Compostable Products Must meet processor certification requirements.
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What To Recycle

Metal, Glass, Plastic, and Beverage Cartons				
 Metal Cans, Aluminum Foil	 Glass Jars and Bottles	 Rigid Plastic	 Mixed Metal/Plastic Objects	 Beverage Cartons
Paper				
 Receipts, Mail, Office Paper, Folders		 Newspapers, Magazines, Catalogs		 Cardboard
Garbage				
 Plastic Film and Wrap, Plastic Bags*		 Foam Products	 Soiled or Coated Paper	 Food Scraps** Furniture

Sections of the official organics and recycling notices sent to businesses in advance of the new rules becoming effective

Looking toward the future, DSNY and the Business Integrity Commission (BIC) will be moving the private carting industry toward a zoned collection system—and customers, service providers, residents and the environment will all benefit. A private carting study conducted by DSNY and BIC yielded astounding results: Commercial waste truck traffic can be slashed as much as 68 percent. Our air will be cleaner, our streets will have less traffic, carters won’t inefficiently crisscross the city, and customers will receive more reliable service. These changes will be incorporated over several years to allow the industry to adjust.



Initiative 1: Expand the NYC Organics program to serve all New Yorkers by the end of 2018

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.2.1 Expansion of NYC Organics program	DSNY	In Progress/ Partially Funded	In the fall of 2016, the City, through DSNY expanded its curbside organics program to 1 million residents by adding three more districts and enrolling Stuyvesant Town and Peter Cooper Village. The City will continue to expand the program in 2017, with the goal of reaching more than 3 million residents by the end of the year.	› Expand curbside organics collection in fall 2016 to provide access to over 1 million residents and resume seasonal leaf collection program	Completed	› Continue expansion of curbside organics › Add 12 more districts bringing the total number of New Yorkers served by curbside collection to 3 million
3.2.1A. Develop additional organics sorting and processing capacity in New York City and the region	DSNY	In Progress/ Partially Funded	Through DSNY, the City awarded four contracts to regional organics processors capable of handling NYC residential material. Additionally, the City installed pre-processing equipment at the Staten Island Compost Facility and ordered that pre-processing equipment be installed at all in-city transfer stations receiving organics loads. These efforts are expected to greatly increase the organics sorting and processing capacity in NYC and the region, and support the aggressive expansion of the the City's Organics Program.	› Work to have adequate processing capacity to significantly expand NYC organics collection by fall 2016	Completed	› Continue to fully operationalize the contracted vendors and their transfer stations*
3.2.1B. Process 250 tons of food waste per day at City WWTPs and assess long-term feasibility of scaling up processing of organic food waste	DEP	In Progress/ Funded	In June 2016, the Newtown Creek Wastewater Treatment Plant Codigestion Demonstration Project became operational, initially processing 10 tons of food waste per day. The demonstration project will be implemented in three phases, gradually increasing the intake of engineered food waste to 250 tons per day by June 2019. To date, the program has expanded to process more than 60 tons of food waste per day. DEP and National Grid also continued planning efforts on the companion gas-to-grid project. Following complications with the original site, National Grid identified an alternative location within the plant. Design is underway for the new site and National Grid expects construction to begin in the fall of 2017.	› Begin processing organic material at the Newtown Creek Wastewater Treatment Plant	Completed	› Process at least 100 tons per day of organic material at the Newtown Creek Wastewater Treatment Plant
				› Begin construction of the gas-to-grid project	Delayed	› Complete design of the Biogas system › Begin construction of the Biogas system*
3.2.1C. Expand community composting opportunities in all five boroughs	DSNY	In Progress/ Funded	In 2016, the City collaborated with community composters and introduced the compost site demonstration program. The program was designed to give partner compost sites more community visibility and reward best management practices, as well as to foster a network of community composters and facilitate the creation of new community compost sites citywide. Additionally, the Business Integrity Commission (BIC) successfully rolled out a pilot program that offers no-cost agreements to non-profit micro haulers collecting organics to operate. DSNY also launched a program to provide compost for NYC street trees, community gardens, and public greening initiatives. This program provides bagged compost for community groups and residents to use within NYC.	› Expand the capacity of community composting sites and support development of new sites	Completed	› Support interested community composters to seek DEC registration or approval › Complete and open the expanded community compost site at the DSNY salt lot in Gowanus, Brooklyn › Expand food scrap dropoff network to exceed 100 sites
				› Develop a program to recognize community composters that operate with best practices	Completed	› Grow the NYC Community Composting Council as a strong, supportive network and resource for local community composters



Initiative 2: Enhance the City’s curbside recycling program by offering single-stream recycling by 2020

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.2.2 Develop a plan to convert all curbside recycling collections from dual-stream to single-stream	DSNY	In Progress/ In Planning	Sims Municipal Recycling released an RFP for an engineering firm to determine feasibility of modifications that would convert the Sunset Park recycling facility into a single stream facility. In early 2017, a consultant was secured and work commenced. The final study is expected to be complete by the end of summer 2017.	› Finalize capital upgrades needed and identify funding sources	Partially Complete	› Begin capital improvements to accommodate single-stream recycling
3.2.2A. Create and expand markets for recycled materials	DSNY, MOS	In Progress/ Budget Neutral	<p>Through DSNY, the City continued to work with the recycling industry, brand owners, and recyclers to discuss designing for recyclability and making commitments to increase recycled content. In June 2016, DSNY convened a roundtable discussion with relevant industry groups, organizations and other cities to discuss the issue of glass recycling in NYC. DSNY continues to work with EDC, other municipalities, and industry stakeholders to identify new uses and markets for glass.</p> <p>The City successfully launched Phase 2 of the B.Y.O. campaign and to date, more than 40,000 New Yorkers have pledged to use their own reusable mugs, bags, and bottles instead of their disposable counterparts. The Stop Junk Mail campaign also continued in 2016, and more than 100,000 New Yorkers have opted out of unwanted mail, saving 20 million pounds of paper.</p> <p>In June 2016, through DSNY, the City launched donateNYC, a program designed to make finding and giving secondhand goods easier for New Yorkers. DonateNYC provides residents with a website and a mobile app to search by material or location to find the most convenient places to give or find reusable goods. In 2016 more than 50,000 tons of material were reused through donateNYC vendors.</p>	› Launch Phase 2 of B.Y.O. campaign comprised of digital and city-owned media and continue GreeNYC’s many other campaigns to reduce waste including Stop Junk Mail and B.Y.O.	Completed	› Launch Phase 3 of B.Y.O. campaign comprised of retail partnerships, tourism targeting and citywide public education
				› Research and develop strategy for campaign to reduce floatables	Completed	› Launch floatables campaign
				› Continue to promote Stop Junk Mail tool	Completed	› Continue to promote Stop Junk Mail tool
				› Develop marketing materials for MulchFest	Completed	› Launch marketing materials for MulchFest
				› Launch donateNYC, a comprehensive nyc.gov website providing NYC residents, businesses and nonprofits with the tools and resources to give and find donated goods	Completed	› Identify the entire NYC reuse and donations sector (for profit and nonprofit) and assess its environmental, social, and economic impact



Initiative 3: Reduce the use of plastic bags and other non-compostable waste

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.2.3 The City will work with New Yorkers to reduce the number of plastic bags in NYC's waste stream. At present, more than 10 billion plastic bags show up in the waste stream annually and hamper the processing of recyclables and organic waste	DSNY	In Progress/ Partially Funded	<p>In 2016, New York City Council passed Local Law 63, which would have imposed a fee of at least five cents on all carryout merchandise bags. That law was subsequently modified by Local Law 81 of 2016, which delayed the effective date of the carryout bag fee until February 15, 2017. The Carryout Bag Law would have helped to reduce the amount of waste we send to landfills and keep bags out of our trees, streets, and oceans. However, in February 2017, New York State suspended the NYC Carryout Bag Law and established a one-year moratorium on establishing new carryout bag fees in New York City.</p> <p>The State is establishing a task force to develop a uniform New York State plan for addressing the plastic bag problem. The task force includes appointees from the New York State Senate and Assembly, as well as local governments and other stakeholders. By the end of 2017, this task force will conclude with a report and proposed legislation.</p> <p>Over the past year, DSNY has distributed over 100,000 reusable carryout bags across the city and will continue to do so in 2017. New Yorkers are also encouraged to take the Zero Waste Pledge to reduce, reuse, and recycle by visiting nyc.gov/zerowastepledge.</p>	› Make a second determination on the recyclability of EPS foam	Delayed	<ul style="list-style-type: none"> › Work with DOE to identify opportunities to reduce contamination in the organic waste stream › Work with NY State Plastic Bag Task Force to develop a statewide solution to the challenge of single-use plastic bags › Continue to distribute reusable bags to New Yorkers and discourage the use of single-use plastic bags

Initiative 4: Give every New Yorker the opportunity to recycle and reduce waste, including at NYCHA housing

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.2.4 The City, through NYCHA and DSNY, is committed to achieving full compliance with the City's recycling law throughout NYCHA developments by the end of 2016	DSNY	Completed/ Funded	By December 2016, all NYCHA developments had received recycling services including recycling facility installation, recycling training, and collection services. Facilitated by a team comprised of NYCHA staff, DSNY staff, GrowNYC staff and volunteers, and Green City Corps fellows, all NYCHA developments were covered under the NYCHA Recycles! program, providing recycling service to more than 400,000 New Yorkers, in more than 2,500 buildings.	› Ensure all NYCHA developments covered under the NYCHA Recycles! Program, and initial education and training completed at all developments	Completed	› Implement phase 2 of NYCHA Recycles! Program to increase the participation of NYCHA residents in the recycling program and develop incentive programs to support program growth



Initiative 5: Make all schools Zero Waste schools

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.2.5 The City is developing capacity and working with schools to achieve zero waste	DSNY, MOS, DOE	In Progress/ Partially Funded	In partnership with DSNY, DOE rolled out the Zero Waste program at more than 100 schools in fall 2016. Following operational assessments, students and staff at the Zero Waste Schools (ZWS) were equipped with recycling and organics bins and educational materials, including a ZWS website for individual schools to share experiences and best practices. The ZWS website is a safe social media platform that features a series of contests for all NYC public school teachers and students, focused on promoting recycling and sustainability by incentivizing competition and sharing content among schools.	› Launch Zero Waste Schools in fall of 2016, including intensive educational outreach by GrowNYC, implementation of operational improvements by DOE, and operational support and program evaluation by DSNY	Completed	› Continue with rollout of Zero Waste schools › Continue to work with existing Zero Waste schools to make progress in pursuit of zero waste

Initiative 6: Expand opportunities to reuse and recycle textiles and electronic waste

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.2.6 The City is expanding opportunities to recycle electronics and textiles	DSNY	In Progress/ Partially Funded	By early 2017, the City's textile and e-waste collection programs collectively reached 20 million pounds of material diverted from landfill. The City continued to host SAFE (Solvents, Automotive, Flammables, and Electronics) disposal events, diverting more than 3.5 million pounds of household hazardous waste in 2016. The City also launched a pilot program on Staten Island that provides curbside collection of electronics by appointment, including computers, TVs, and other electronics banned from disposal. The program collected over 400,000 pounds of electronics in the first six months.	› Explore other opportunities for partnerships and host more Solvents, Automotive, Flammables, and Electronics disposal events, potentially at smaller scale venues that can be catered to more communities, and facilitate support for the elderly and disabled	Completed	› Strengthen the reuse sector in NYC through ReuseNYC by streamlining donation and reuse services for the public, as well as capturing information about donation and reuse statistics › Expand the e-waste collection program to north Brooklyn

Initiative 7: Develop an equitable blueprint for a Save-As-You-Throw program to reduce waste

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.2.7 Explore a blueprint for incenting individuals to throw away less trash	DSNY	In Progress/ Partially Funded	The City, through DSNY, issued an RFP for a consultant to develop an equitable Save-As-You-Throw blueprint, which will include an extensive public outreach and stakeholder engagement process. The City expects to select a consultant and begin work by the end of 2017.	› Work with stakeholders to develop the blueprint for a Save-As-You-Throw pilot	Partially Complete	› Work with stakeholders to develop the blueprint for a Save-As-You-Throw pilot › Secure consultant to begin work developing an equitable blueprint for Save-As-You-Throw



Initiative 8: Reduce commercial waste by 90 percent by 2030

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.2.8A. Conduct a comprehensive study of commercial waste collection zones	DSNY, BIC, MOS	In Progress/ Funded	In August 2016, DSNY and BIC released the results of the Private Carting Study and committed to working with a broad group of stakeholders, including businesses, private carters, and environmental justice advocates, to develop an implementation plan for commercial waste reform in NYC. In December 2016, DSNY released an RFP to develop and execute an implementation plan that would transition the city to a zoned system for commercial waste collection.	› Identify phase two scope of study in order to complete comprehensive commercial waste collection zone study	Completed	› Secure consultant and begin work to develop an implementation plan for a commercial waste collection zone in NYC
3.2.8B. Encourage periodic waste audits for large commercial buildings	DSNY, MOS	In Progress/ Partially Funded	Through the NYC Carbon Challenge for Universities, Hospitals, Hotels, and Commercial Owners and Tenants, participants have the option to voluntarily report their waste and count the associated carbon reductions toward meeting the goals of the challenge. Carbon Challenge participants are also encouraged to complete full waste audits as a component of the Challenge in order to accurately account for the carbon impact of each of their waste streams.	› Create a voluntary waste reduction and diversion program for commercial building owners to request audits from their haulers to input into a City-run program	Completed	› Expand waste tracking and reporting program through the NYC Carbon Challenge to one additional sector*
3.2.8C. Create a Zero Waste challenge program for large commercial waste generators	DSNY, MOS	In Progress/ Budget Neutral	From February through June 2016, 31 large commercial businesses and their haulers participated in the Mayor's Zero Waste Challenge. To successfully complete the challenge, each participant committed to diverting at least 50 percent of their waste from landfill and incineration by the end of the challenge. They were further challenged to divert 75 percent and 90 percent of waste, if possible. Over the course of the challenge, these businesses achieved an average diversion rate of 56.5 percent, diverted 36,910 tons of material from landfill or incineration, and donated 322 tons of food to feed hungry New Yorkers.	› Announce results from the Mayor's Zero Waste Challenge and encourage participants to continue tracking their waste stream and working to reduce and divert more waste	Completed	› Launch industry-specific waste reduction program to encourage sustainable practices*
3.2.8D. Revise the commercial recycling rules to make recycling easier for businesses	DSNY	In Progress/ Funded	The City published new business recycling rules in the City Record on February 5, 2016. As a part of initial outreach and education, DSNY mailed official notices outlining the requirements to all businesses, including the timeline associated with enforcement. DSNY also began conducting free monthly trainings to help businesses understand and comply with the new rules.	› Begin education and outreach to NYC businesses	Completed	› Finalize plan for enforcing commercial recycling rules and begin enforcement › Continue education and outreach to NYC businesses



Initiative 8: Reduce commercial waste by 90 percent by 2030

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.2.8E. Require all food service establishments to source-separate food waste	DSNY	In Progress/ Funded	As of July 19, 2016, in compliance with Local Law 146, all food service establishments in hotels with 150 or more rooms, food service vendors in arenas and stadiums with seating capacity of at least 15,000 people, food manufacturers with a floor area of at least 25,000 square feet, and food wholesalers with a floor area of at least 20,000 square feet are required by law to separate their organic waste and arrange for it to be processed separately from garbage and recycling. Beginning in July 2016, through DSNY, the City conducted outreach to all covered businesses, including sending notices to inform them of regulatory obligations and the enforcement timeline, conducting site visits, and holding trainings and workshops to help businesses become compliant.	<ul style="list-style-type: none"> › Conduct outreach and education with establishments covered by LL 146 and finalize enforcement plan › The Commissioner will continue, on an annual basis, to evaluate the capacity of all facilities within the designated area and the cost of processing organic waste by composting, aerobic or anaerobic digestion, or any other method of processing organic waste that the department approves by rule 	Completed	<ul style="list-style-type: none"> › Begin enforcement of commercial organics rules* › Continue to develop and provide information and resources to NYC businesses to prevent, rescue, and divert food waste › The Commissioner will continue, on an annual basis, to evaluate the capacity of all facilities within the designated area and the cost of processing organic waste by composting, aerobic or anaerobic digestion, or any other method of processing organic waste that the department approves by rule






Goal: Air Quality

New York City’s air quality has reached the cleanest levels in more than 50 years, as federal, State, and local measures have reduced emissions from important local and regional sources.

Neighborhood-level monitoring conducted since 2009 shows declining levels of fine particulate matter (PM_{2.5}) and nitrogen dioxide (NO₂), with the largest declines occurring in the previously most polluted neighborhoods. Over the same time period, levels of sulfur dioxide (SO₂) have declined by 84 percent, due to State and City efforts to reduce emissions from heating oil, demonstrating that air quality improvements are feasible and effective local strategies can significantly reduce pollution exposures in a short period of time.

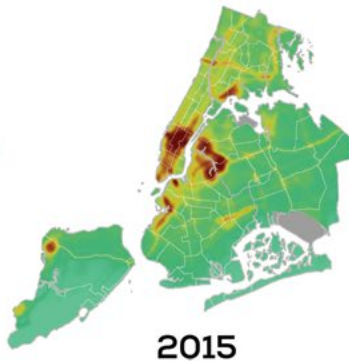
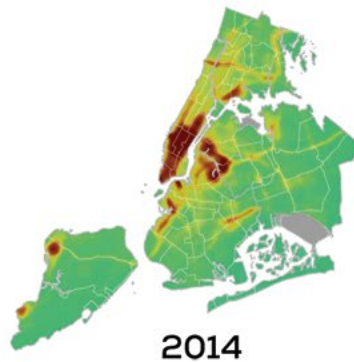
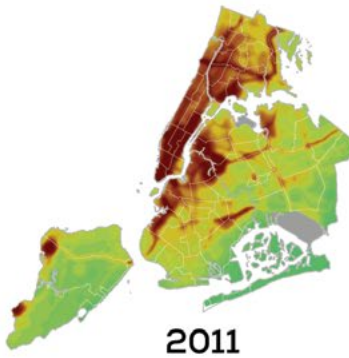
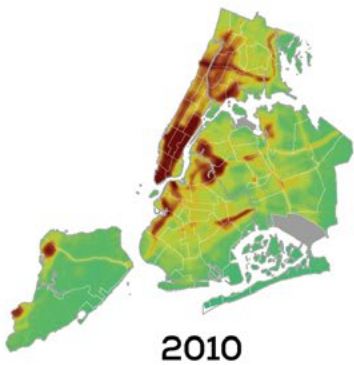
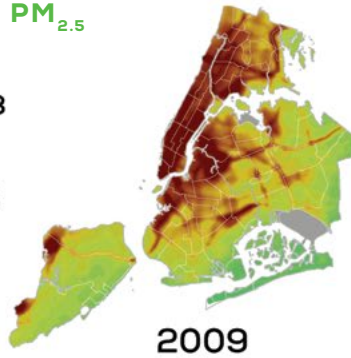
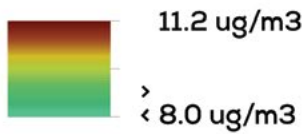
Despite this progress, air pollution remains a leading environmental health threat to New Yorkers, affecting the health of residents overall, but particularly among more vulnerable residents such as the elderly, children, and people with preexisting cardiovascular and lung conditions. Exposures to PM_{2.5} and ozone contribute to thousands of hospitalizations, emergency department visits, and premature deaths across the city each year. Disparities in air pollution exposures and their health effects exist within the city; in 2015, levels of PM_{2.5} and NO₂ varied by almost two-fold and three-fold across city neighborhoods, respectively. The city’s low income neighborhoods experience a larger share of the health burden from air pollution. For example, 60 percent of the city’s PM_{2.5}-attributable asthma emergency department visits occur in the third of city neighborhoods with the highest poverty. The City is working together to improve air quality throughout the city and to reduce disparities in the harmful effects of air pollution through a portfolio of strategies featured in this and other sections of OneNYC, including the City’s efforts to rationalize freight movement and commercial waste hauling, and expand access to open space, mass transit, biking, and walking.

INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Air-quality ranking among major U.S. cities</p>	<p>5th*</p>	<p>4th</p>
 <p>Disparity in SO₂ across city neighborhoods</p>	<p>1.6 ppb range in winter average across community districts (CDs)</p>	<p>3.2 ppb range in winter average across CDs</p>
 <p>Disparity in PM_{2.5} levels across city neighborhoods</p>	<p>5.1 µg/m³ range in winter average across CDs</p>	<p>6.5 µg/m³ range in winter average across CDs</p>

*Between 2012–2014 and 2013–2015 pollution levels declined in NYC as well other large US cities. As levels decline across cities, the variation between cities also declines leading to very small and often insignificant differences between cities. As a result small changes in rankings can be difficult to interpret or attributed to changes in local emissions.



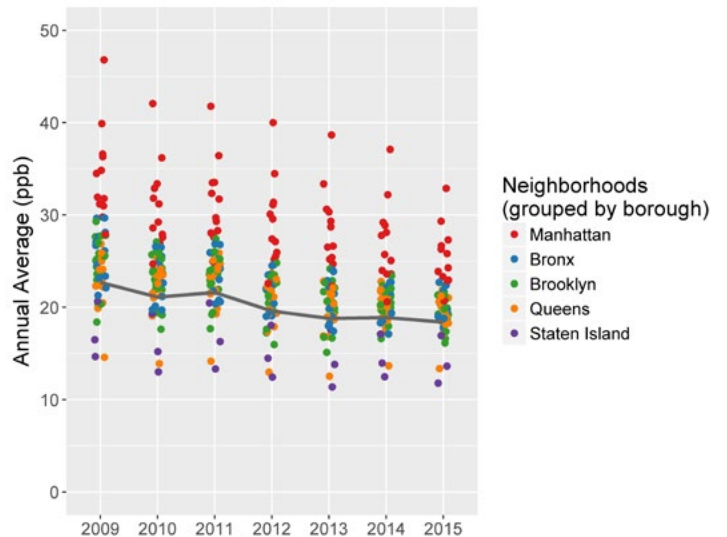
ANNUAL AVERAGE PM_{2.5}



Nearly 1,000 Buildings Convert to Cleaner Fuels with Assistance from NYC Retrofit Accelerator

The NYC Retrofit Accelerator is continuing the mission of the NYC Clean Heat program, which assisted over 6,000 buildings convert away from heavy heating fuel and helped the City achieve 100 percent compliance with the requirement to phase out No. 6 fuel oil in 2015. The NYC Retrofit Accelerator, launched in September 2015, provides assistance for a range of energy efficiency, water conservation, and clean energy projects in addition to continuing to provide assistance with fuel oil conversions for buildings that are still burning No. 4 fuel oil. Since its launch, the NYC Retrofit Accelerator has assisted nearly 4,000 buildings to evaluate and initiate energy and water projects, including nearly 1,000 buildings converting from No. 4 fuel oil. All together, these projects are projected to reduce citywide PM_{2.5} by 18,000 pounds.

DISTRIBUTION OF ANNUAL AVERAGE NEIGHBORHOOD NO₂ LEVELS BY BOROUGH, NEW YORK CITY, 2009-2015





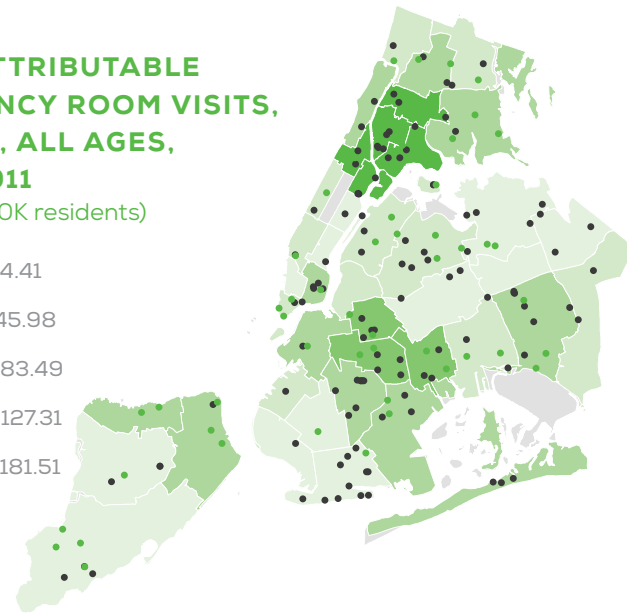
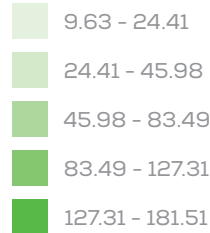
Expanded Electric Vehicle Fleet to More than 660 Vehicles as Part of NYC Clean Fleet

NYC Clean Fleet is the City’s comprehensive plan to create the largest electric vehicle fleet of any U.S. city. The City now has more than 660 electric vehicle sedans in its municipal fleet and has ordered more than 200 Stealth ambulances that power onboard services with auxiliary power units rather than idling their engines. All orders in Fiscal Year 2017 of nonemergency sedans will be electric vehicles, which will grow the fleet of electric vehicle sedans to more than 1,000 by the end of July 2017. The City has also made strides to reduce emissions from heavy-duty vehicles, planning to pilot higher blends of biodiesel (up to 50 percent biodiesel) and renewable diesel in NYC fleet vehicles. To help green private sector truck fleets, the City has provided incentives to trucking companies to replace or retrofit 500 older and dirtier trucks through the Hunts Point Clean Truck Program. DOT is now working with the program management team to roll out Round 4 of the program using additional funds, with the goal of deploying an additional 100 clean trucks.



Two of NYC’s more than 660 municipal electric vehicles

PM2.5 ATTRIBUTABLE EMERGENCY ROOM VISITS, ASTHMA, ALL AGES, 2009-2011 (rate per 100K residents)



● Completed Projects ● In Progress Projects

Clean Energy Projects on Public Buildings Reduce Air Pollutants

Building upon the significant work that has already been accomplished, the City plans to invest another \$2.6 billion over the next ten years to reduce demand and improve the energy efficiency of its buildings. It also plans to increase renewable distributed generation in an effort to reduce carbon emissions from public buildings 35 percent by 2025 (from a 2005 baseline). This effort has the attendant benefit of reducing criteria pollutants such as NOx, PM2.5, and heavy metals, thereby improving local air quality and public health outcomes.

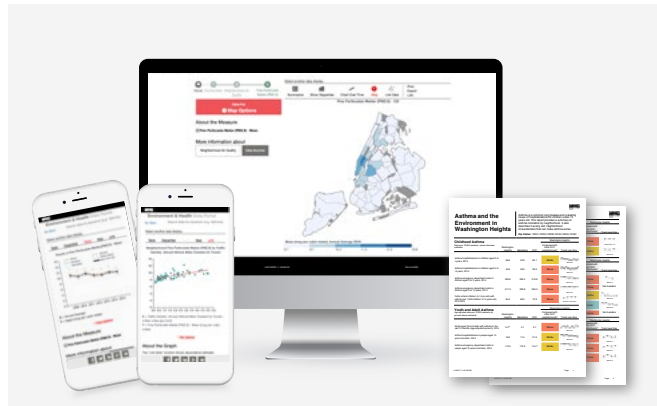
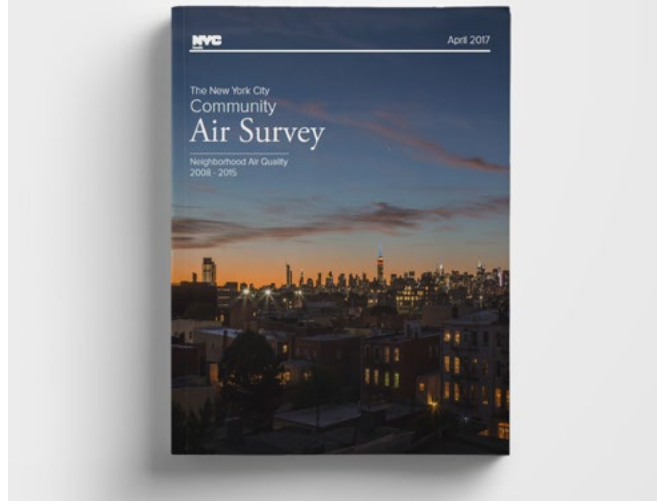
City government participation in Demand Response programs, together with the installation of solar electricity generation, avoids the need for over 45 megawatts of carbon-based electricity generation during the short-term peak periods of highest demand. Because these periods are usually on the hottest summer days when inefficient power plants have to be brought on line, the programs contribute to grid resiliency while they help reduce peak NOx emissions. This reduces the formation of ozone, a known respiratory irritant, thereby reducing asthma and other respiratory illness-related hospitalizations.

Photo by NYC Department of Citywide Administrative Services



Approved New Rules to Reduce the Emission of Air Pollutants

Revisions to the Air Code included new regulations to limit particulate emissions from previously uncontrolled sectors that required rules to fully implement these amendments. These sources include requiring emissions controls to reduce particulate matter (PM) from char broilers and wood- and coal-fired ovens. In addition, permitting regulations were streamlined, but are still subject to certain performance standards, as set forth in the regulations. The fuel burning section was updated to reflect more stringent compliance requirements that set forth the methodology for measuring smoke emissions from generators 40kW or greater. The Air Code also authorized DEP to set forth procedures to enact an abatement order to stop work at locations where dust has become airborne. These Air Code revisions will decrease the levels of harmful pollutants emitted into the air.



DOHMH's Environmental & Health Data Portal

Released New Tools, Data, and Reports on Neighborhood Air Quality

The Department of Health and Mental Hygiene (DOHMH) continues to conduct influential research on the environmental threat of air pollution and its health impacts, and to create tools that enable New Yorkers to engage environmental health issues on the neighborhood scale. In 2016, DOHMH published the first mandated annual report on neighborhood air quality and an interactive website describing the impacts of traffic-related pollution on public health. DOHMH will also begin a short-term “citizen science” pilot study to inform development of toolkits and guidance for community participation in air quality assessments.



Initiative 1: Enforce the updated DEP Air Pollution Control Code

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.3.1 The updated DEP Air Pollution Control Code eliminates old, outdated and unused provisions to bring the Air Code into conformance with state and federal standards. The updated Air Code now includes stricter limits on air pollution emissions from idling vehicle engines and new limitations on particulate emissions for char broilers, fireplaces, wood and coal fired ovens, outdoor wood boilers, and mobile food vehicles	DEP	In Progress / Budget Neutral	The City, through DEP, has implemented rules to enforce Air Code regulations that were effective as of May 2016. DEP will be promulgating rules set with later effective dates, such as rules for existing underfired char broilers and existing cook stoves, along the mandated timeframes set forth in the Code.	› Establish new Air Pollution Control Code rules (non-exceptions)	Completed	› DEP will convene an advisory group to inform rules for existing commercial underfired char broilers

Initiative 2: Identify additional targeted air-quality improvements through data analysis and community engagement

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.3.2 Develop a community air quality "citizen science" toolkit to provide communities tools and guidance to participate in air quality evaluations, expand its Environment and Health Data Portal (EHDP) to incorporate neighborhood-level sustainability indicators, create a neighborhood-level "Sustainability and Health" report, and develop an educational module on sustainability and health	DOHMH	In Progress / Partially Funded	In April 2016, the City, through DOHMH, released the first mandated annual report on neighborhood air quality. In November 2016, DOHMH published an online infographic and website with interactive tools to describe the impacts of traffic-related pollution on air quality and public health outcomes throughout city neighborhoods. The City seeks to increase monitoring in community air quality by developing an air quality "citizen science" toolkit that provides communities with tools and guidance to participate in air quality evaluations. In the past year, DOHMH updated existing air quality and transportation indicators on the data portal. The City pursues access to existing funds, which supports development of a short-term pilot study to begin work on the toolkit. In addition, the City plans to expand DOHMH's Environment and Health Data portal by including neighborhood-level sustainability indicators and reports, creating educational modules for schools and community based organizations. The City seeks to fund further expansion of the Environment and Health Portal.	› Continue to seek funding for this initiative	Completed	› Secure short-term funding to begin the community based monitoring study › Pending funding, develop pilot studies with partners at Queens College to begin community based participatory research studies with local community groups which will inform initial toolkit development



Initiative 3: Accelerate conversions of residual heating oil boilers in buildings

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.3.3. Work with building owners to convert to cleaner burning fuels	MOS	In Progress / Budget Neutral	In 2016, the City, through NYC Retrofit Accelerator, assisted 272 buildings initiate or complete conversions off of No. 4 fuel oil and continues to assist an additional 315 buildings that are in the process of conversions.	› Use the Retrofit Accelerator to assist building owners to transition off #4 fuel oil	Completed	› Use the Retrofit Accelerator to continue to assist buildings owners to transition off #4 fuel oil

Initiative 4: Cut emissions from mobile sources

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.3.4A. Reduce emissions from the City fleet	DCAS MOS DEP DOT	In Progress / Budget Neutral	The City, through DCAS, has over 660 electric vehicle sedans in the municipal fleet and is on pace to surpass 1,000 by the end of July 2017. Agency carshare expanded to additional agencies, and applying diesel particulate filters to 90% of the diesel fleet will bring vehicles up to 2007 EPA emission standards. The use of biodiesel will expand, with the planning of pilots of B50 for 2017.	› Order first 200 out of 2,000 electric vehicles to be added to City fleet by 2025	Completed	› Order at least 100 more electric vehicles › Reach 1,000 EV units in the City fleet
				› Expand biodiesel use by City fleet by testing blends above B5, up to B50 seasonally	Completed	
3.3.4B. Reduce emissions from private truck fleets and for-hire vehicles	MOS	In Progress / Partially Funded and Call for Action	DOT's Hunts Point Clean Trucks Program reached its 500 truck milestone on time and under budget and is preparing to rollout Round 4 of the program using the final tranche of funds, with hopes of deploying an additional 100 clean trucks. DOT also submitted a FASTLANE grant proposal for ~\$3 million to expand the Clean Trucks program to industrial areas in/on/around Newtown Creek (Maspeth, North Brooklyn, and LIC IBZs), and is waiting to hear on the status of this proposal.	› Work to secure additional federal funding to expand the program to other areas of the city with high levels of truck activity	Completed	› Work to secure additional federal funding to expand the program to other areas of the city with high levels of truck activity
3.3.4C. Reduce emissions from vehicle idling and toll crossing	DEP DOT	In Progress / Budget Neutral and Call for Action	In December 2016, the MTA announced that it would implement gateless tolling on all of its bridges and tunnels by the end of 2017. In January 2017, the New York State Department of Motor Vehicles will also institute new penalties for repeat toll violators to ensure compliance with the new system.	› Continue to encourage the MTA to expand gateless tolling to other MTA bridges and tunnels	Completed	› Continue to encourage the MTA to expand gateless tolling to other MTA bridges and tunnels



Reduce Transportation Emissions

(Source: PlanNYC 2011)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Work with the Port Authority to implement the Clean Air Strategy for the Port of New York and New Jersey	DCAS DOT TLC MOS EDC	In Progress / Budget Neutral	The City, through NYCEDC, is working with the Port Authority to identify new funding sources from the Federal government. NYCEDC announced that shore power at the Brooklyn Cruise Terminal is fully operational and ready for ships to connect. Funding for PANYNJ Clean Air Strategy's Truck Replacement Program was exhausted more quickly than expected and the program was scaled back. City representatives continue serving on the PANYNJ's Clean Air Strategy Group in order to explore alternative funding streams such as the Volkswagen/EPA settlement NOx mitigation trust fund.	<ul style="list-style-type: none"> Work with Port Authority on the Truck Replacement Program as part of the Port Authority Clean Air Strategy. The City will continue to pursue grants and encourage truckers to replace their old trucks using any funding that may be available including loans from financial institutions. The City will work with the trucking community to reduce unnecessary truck trips which would reduce emissions through initiatives like a Street Turn System 	Partially Complete	<ul style="list-style-type: none"> Work with NYSDEC to explore funding opportunities for PA Truck Replacement Program through Volkswagen NOx Mitigation Trust*





Goal: Brownfields

Since 2014, the NYC Voluntary Cleanup Program (VCP) has continued its impressive growth and has facilitated environmental remediation of hundreds of lightly- and moderately-contaminated vacant lots across the city, achieving stringent State standards for land safety, and enabling redevelopment and community revitalization.

The Mayor’s Office of Environmental Remediation (OER) has established a comprehensive vacant land management strategy that has substantially increased financial support for remediation of land to enable affordable and supportive housing projects, expanded community engagement in vacant land development, and provided new funding and resources to help nonprofits and faith-based developers plan and implement remediation of contaminated land. We are also continuing to make our city more resilient to climate change by remediating contaminated properties in the coastal floodplain.



Buried tank removal at environmental remediation project in Jamaica, Queens in OER’s Vacant Land Jumpstart program

Photo by AKRF


INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Number of tax lots remediated since January 1, 2014</p>	<p>577 (2017)</p>	<p>236 (2016)</p>



Image by NYC Office of Environmental Remediation



Ribbon cutting at a remediated property in Morris Heights, Bronx that now provides 50 units of affordable housing

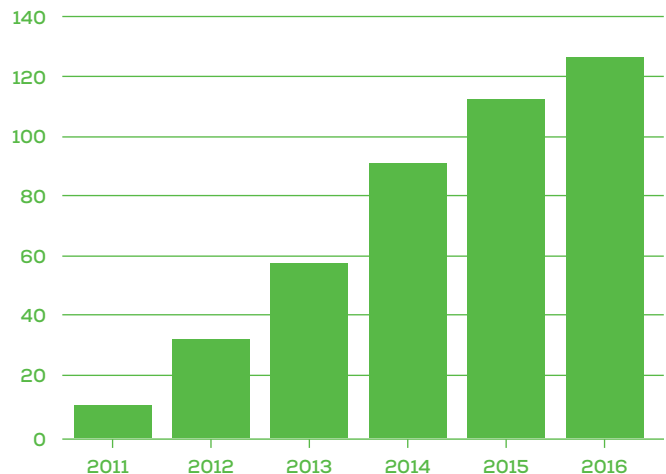
City Achieves 75% of OneNYC Goal, Remediating and Revitalizing Over 500 Lots Since 2014

In OneNYC, the City committed to cleanup and revitalize 750 tax lots by 2019. We have now remediated 577 lots to date completing over 75 percent of our goal. These cleanups enabled construction of over 27 million square feet of new building space on properties that were vacant for an average of over ten years. These new buildings provided 13,450 construction jobs and are now housing hundreds of new businesses that have created over 3,700 permanent new jobs. Additionally, we have achieved over 80 percent of our OneNYC goal to remediate 100 lots in the coastal flood plain. This largely eliminates the risk these properties pose for erosion and pollutant releases during future storms.

Over 80% of the Low- and Moderate-Income Community Revitalization Goal is Complete and Over 3,600 New Affordable Housing Units have been Built on Safe, Remediated Land

Over 50 percent of the lots the City has remediated and revitalized—302 in total—are located in low- and moderate-income communities and have enabled us to achieve over 80 percent of our OneNYC goal of 375 lots remediated in these areas by 2019. Cleanup of these properties has yielded safe land for new development and resulted in construction of over 3,600 new units of affordable and supportive housing throughout the city since 2014. Last year the City launched the Vacant Land Jumpstart program and has now enabled the enrollment of an additional nine affordable housing projects in the New York State Brownfield Cleanup Program. When these projects are complete, state cleanup tax credits will lower construction costs by over \$30 million and support an additional 3,470 new units of affordable housing.

YEARLY ENROLLMENT IN THE NEW YORK CITY VOLUNTARY CLEANUP PROGRAM



Source: NYC Office of Environmental Remediation



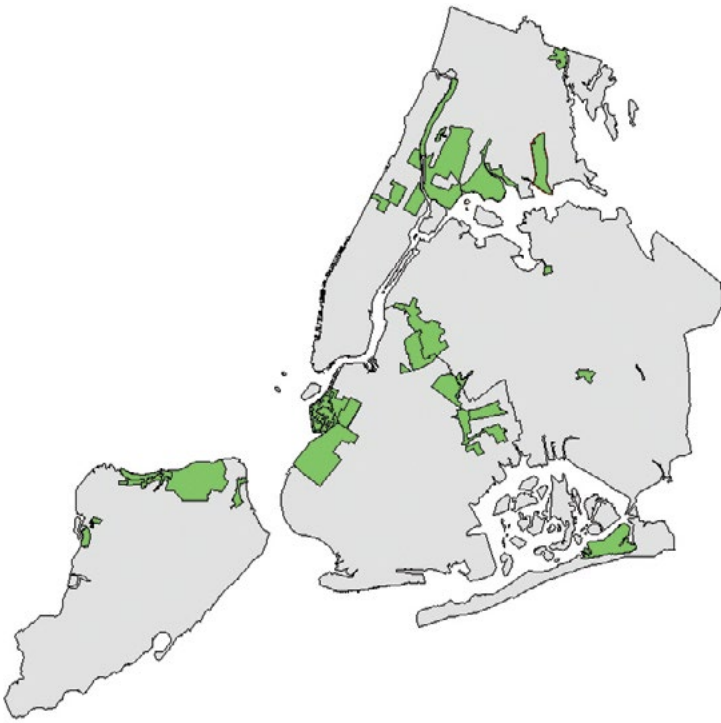
City Launches EPIC, an Online Tool to Facilitate Vacant Land Cleanup and Community Engagement

This acoustic berm at Brooklyn Bridge Park was built using almost 3,000 tons of clean native soil obtained at no cost through the New York City Clean Soil Bank

EPIC (Environmental Project Information Center) is the NYC Office of Environmental Remediation's new online environmental remediation accelerator that is streamlining land cleanup and fulfilling the City's commitment to provide full transparency for all remediation conducted in OER programs. OER has also launched EPIC Community, an online portal developed to help residents, nonprofits, and community-based organizations perform place-based planning for vacant land in their neighborhoods. EPIC Community provides a web-based platform for community planners to post documents and other information to improve visibility and communication with local residents, government agencies, local developers, and community advocates in other neighborhoods.



Photo by NYC Office of Environmental Remediation



Location of 29 designated Place-Based Community Planning Districts in New York City

NYC CLEAN SOIL BANK

The NYC Clean Soil Bank (CSB) is a no-cost soil exchange operated by the NYC Office of Environmental Remediation that enables recycling of clean native soil excavated from deep below the ground during construction of new buildings in NYC by directly transferring it to nearby construction projects that need soil. Since its launch, the CSB has recycled more than 370,000 tons of soil and lowered soil transport distances by over 1.4 million miles, reducing fuel consumption and lowering greenhouse gas emissions by 3,600 metric tons. Over 60 percent of this clean soil has been used to make NYC more resilient to climate change. The program has also saved City government \$3.3 million in soil purchase costs. With funding from 100 Resilient Cities and pro bono services by Amec Foster Wheeler, OER recently developed an online dashboard to simplify soil exchange through the CSB.

BIG PROGRAM

The City’s Brownfield Incentive Grant (BIG) Program has been expanded to provide more grants to support community vacant land planning and revitalization. The grants can be used to help select strategic vacant properties for community development.

First Jamaica Community and Urban Development Corporation, a nonprofit that provides education, training and social service programs for the First Presbyterian Church of Jamaica, received a \$25,000 BIG Program community planning grant to assist a 12-story mixed-use, affordable housing development that they will build with the Bluestone Organization in Jamaica, Queens.

Map by NYC Office of Environmental Remediation

The 500th completed remediation is the new home for Harlem Dowling and Children’s Village Charities in Harlem, which provides 60 units of affordable and supportive housing



Photo by Larry Racioppo



Initiative 1: Accelerate cleanup of brownfields to improve public safety and encourage private investment in new development on brownfield sites

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.4.1. Establish the Brownfield Jumpstart program to provide \$6 million in City funding for environmental remediation and to promote affordable and supportive housing and new industry	OER	In Progress/ Funded	Through the Office of Environmental Remediation (OER), the City has completed cleanup and redevelopment of 577 tax lots since 2014 and achieved 75 percent of its OneNYC goal to cleanup 750 tax lots by April 2019. Significant progress continues to be made toward attainment of this initiative. Since its launch last year, the Brownfield Jumpstart program has supported the enrollment of nine affordable housing projects in the NY State Brownfield Cleanup Program. OER also launched EPIC Environment—an online cleanup accelerator that will streamline and speed the cleanup process and provide full transparency for all cleanup work governed by OER.	› Launch EPIC Community— an online cleanup accelerator that will streamline and speed the cleanup process and provide full transparency for all cleanup work governed by OER	Completed	› Cleanup and redevelop 375 tax lots in OER remedial programs

Initiative 2: Support community engagement by establishing place-based community brownfield planning areas

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.4.2. Support community engagement by establishing place-based community brownfield planning areas	OER	In Progress/ Budget Neutral	The City continues to enable authentic engagement of communities through place-based community vacant land planning programs to support low-income neighborhoods. OER launched EPIC Community, an online portal to help residents and community-based organizations perform place-based planning for vacant and underutilized land in their neighborhoods. Significant progress for this initiative includes designation of four new place-based community vacant land planning areas and completion of existing condition studies for these neighborhoods. OER also established a series of new grants to support community vacant land planning, help community organizations select strategic vacant properties for community development, and perform early studies for market analyses, building design, and environmental analyses.	› Designate five new Place-Based Community Brownfield Planning Areas in NYC neighborhoods	Completed	› Designate and support ten new Place-Based Community Brownfield Planning Areas
				› Launch EPIC Community, an online portal to help residents and community-based organizations perform place-based brownfield planning for vacant and underutilized land in their neighborhoods	Completed	› Cleanup and redevelop 185 tax lots in low- and moderate-income communities in OER remedial programs
				› Establish a series of new grants to support community brownfield planning to help community organizations select strategic vacant properties for community development, and perform early studies for market analyses, building design, and environmental analyses	Completed	› Cleanup and redevelop community supported projects on 20 tax lots in OER remedial programs



Initiative 3: Facilitate cleanup of properties in coastal flood zones to reduce environmental risks from storm surge

(Source: OneNYC 2015)

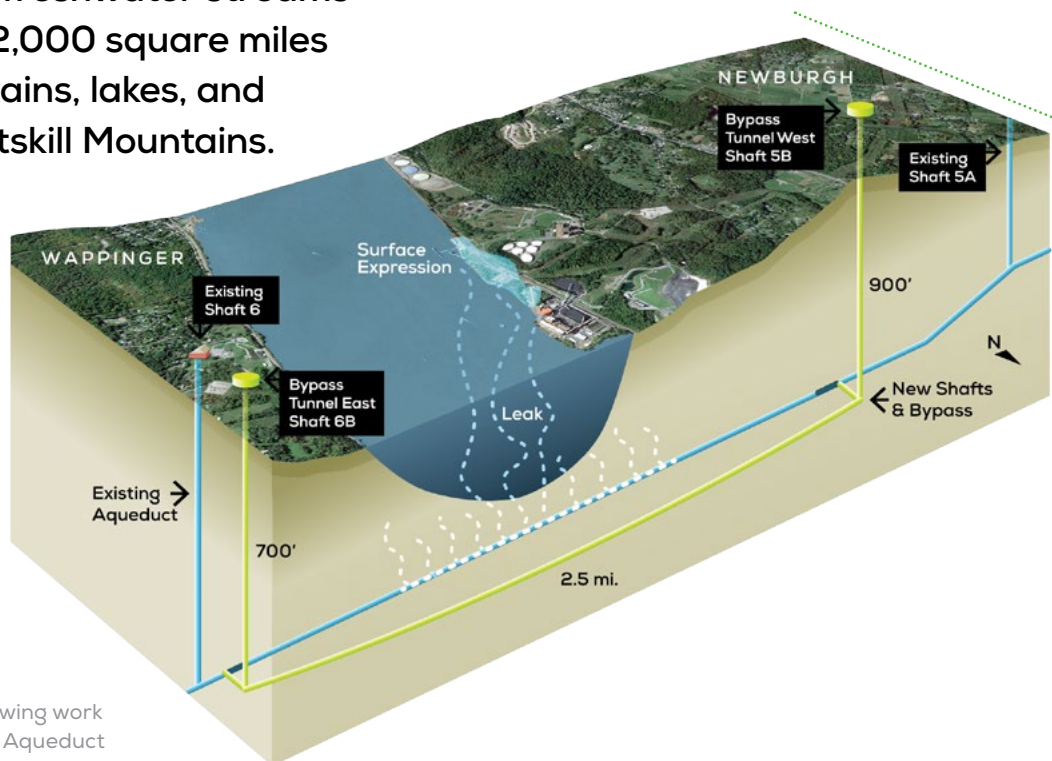
Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.4.3. Facilitate cleanup of properties in coastal flood zones to reduce environmental risks from storm surge	OER	In Progress/ Budget Neutral	The City has completed cleanup of 81 lots in the coastal flood zone through the City Voluntary Cleanup Program. To accelerate land cleanup in the coastal flood zone, the City has also supported five of these projects with Brownfield Incentive Grant Program Climate Resiliency Grants. OER has provided a total of 20 climate change resilience reports to developers working in City cleanup programs to promote resilience best practices, and enable cleanup and development projects to achieve climate change resilience.	› Publish report on climate change resilience implementation on brownfield development projects	Delayed	› Launch SPEED 2.0, an online community brownfield planning and resilience mapping tool






Goal: Water Management

New York City’s water supply system represents one of the nation’s most elaborate and prescient feats of civil engineering. Most of the city’s water is collected from freshwater streams located on over 2,000 square miles of remote mountains, lakes, and forests in the Catskill Mountains.

Relying almost exclusively on gravity, about 1 billion gallons of unfiltered water is delivered each day to the five boroughs through more than 7,000 miles of aqueducts, tunnels, and water pipes, all while meeting or exceeding Federal and State drinking water standards. The City tests water over 500,000 times annually for more than 250 contaminants and continues to make major capital investments to maintain the provision of world-class drinking water far into the future. The City is also investing in wastewater infrastructure and innovative stormwater management tools with the goals of reducing neighborhood flooding, improving the cleanliness of our waterways, and achieving more sustainable and carbon-neutral operations.



Cross-section rendering showing work being done on the Delaware Aqueduct

INDICATOR	LATEST DATA	PREVIOUS DATA
 Violations of Safe Drinking Water Act	0 violations of SDWA (2016)	0 violations of SDWA (2015)
 Backlog of catch basin repairs ¹	0.65% (2016)	0.44% (2015)
 Combined Sewer Overflow capture rate	78.8% (2016)	79.6% (2015)

1. The annual target for this indicator is to maintain the backlog at less than 1%.



Began Construction on the \$1 Billion Delaware Aqueduct Bypass Tunnel



In 2016 the City continued to advance its robust water supply infrastructure investment and source water protection programs. These projects include:

- completion of the Shaft 4 Interconnection facility, which connects the Delaware and Catskill Aqueducts and provides another tool to reduce turbidity in the water supply system after large storms;
- activation of the Staten Island Siphon, a \$264 million water tunnel that can deliver up to 150 million gallons of drinking water per day from Brooklyn to Staten Island; and
- submission of the Long Term Watershed Protection Plan, which will serve as the basis for the 2017 Filtration Avoidance Determination.

In addition, DEP has made substantial progress on the critical \$1 billion Delaware Aqueduct Bypass Tunnel. Built in 1944, the Delaware Aqueduct is one of two main aqueducts that supply pristine drinking water to New York City. Since the 1990s, DEP has been closely monitoring leaks in the portion of the Delaware Aqueduct that connects the Rondout Reservoir in Ulster County to the West Branch Reservoir in Putnam County. In 2016, DEP began work to construct a 2.5-mile bypass tunnel that will connect the Rondout and West Branch Reservoirs by circumventing the leaking portion of the aqueduct, allowing DEP to fix the leaks while ensuring a consistent supply of water. In 2016, DEP also completed construction of the vertical shafts that will provide access for construction workers to build the bypass tunnel. In April 2017, the 1,100-ton tunnel boring machine, which will be used to drill the bypass tunnel, arrived onsite.



Custom-built tunnel boring machine being used for construction of the bypass tunnel



\$93 Million in Construction Work Complete or Underway in Southeast Queens

Due to a post-World War II development boom that outpaced the extension of the city’s sewer system, neighborhoods in southeast Queens experience chronic flooding. As part of OneNYC, DEP launched a \$1.7 billion program to improve drainage and reduce flooding through a strategic combination of traditional sewer construction and green infrastructure.

While planning and design is underway for the large trunk sewer spines, with groundbreaking expected on the first sewer spine project in 2018, DEP has already begun work on a number of smaller, neighborhood storm sewer projects to alleviate flooding and bring short-term relief to property owners. For example, since 2014 DEP has completed ten storm sewer extension projects, such as the one on 176th Street between Sayres Avenue and Murdock Avenue. The City has also issued notices to proceed for another ten capital improvement projects throughout the area.



Above are two photos of the Springfield Lake Bluebelt best management projects



DEP installing new storm sewers in Rosedale, as part of the City’s \$1.7B effort to address flooding in southeast Queens

In addition to these traditional gray infrastructure projects, the City expects to begin construction on 200 rain gardens in Southeast Queens in the summer of 2017. DEP has also launched design for green infrastructure retrofits at three parks, while construction is underway for green infrastructure at P.S. 40 and P.S. 50. Finally, Bluebelts are being constructed in the area to manage stormwater at Springfield Lake, Baisley Pond, Twin Ponds, and Brookville Triangle.



DEP has Designed or Constructed More than 3,800 Green Infrastructure Assets Since 2011

Green infrastructure, such as right-of-way rain gardens, stormwater green streets, and porous pavement, captures stormwater and allows it to be naturally absorbed into the ground. By keeping stormwater out of the combined sewer system, green infrastructure helps reduce sewer overflow into the city's waterways and saves energy at DEP's wastewater treatment plants. Through its \$1.5 billion green infrastructure program, DEP has designed or constructed more than 3,800 green infrastructure assets citywide, while partnering with other agencies and public organizations to add green infrastructure at schools, parks, and public housing across the city. As of April 2017, 11 sites on publicly owned property were constructed, seven are in construction, and more than 200 are under consideration. DEP also administers a grant program for private property owners and partners with the New York Restoration Project and the Trust for Public Land to add green infrastructure to community gardens and playgrounds. Through DEP's partnership with the Trust for Public Land, DEP has contributed nearly \$2 million for transformative upgrades of nine schoolyards, with dozens more projects either in design or construction.



A curbside rain garden, part of the City's green infrastructure program, absorbs stormwater off streets and sidewalks during a rain event



OYSTERS RETURN TO CITY WATERWAYS

Oysters are widely recognized as a key component of a healthy marine ecosystem because they filter pollutants from the water, help to protect wetlands and shoreline from erosion and storm surge, and provide habitat for communities of fish and other aquatic organisms. While New York Harbor was once blanketed by oysters, they became functionally extinct decades ago due to overharvesting, dredging, and pollution. In 2016, the City partnered with the Billion Oyster Project to begin installing 50,000 oysters in Jamaica Bay—the largest single installation of breeding oysters in New York City.

The City also continued to expand its award-winning Bluebelt program, which optimizes natural drainage corridors such as streams and ponds to help control and filter stormwater. Currently, construction is underway for a \$48 million expansion of the Staten Island Bluebelt, which includes eight Best Management Practices throughout four watersheds. One of these, the Sweet Brook Bluebelt, won a prestigious Silver Award from the Institute for Sustainable Infrastructure this year. In addition, DEP expects to break ground on four new Bluebelt projects this year, totaling \$80 million. These investments, combined with significant upgrades to wastewater treatment plants and other efforts to reduce combined sewer overflows, have resulted in New York Harbor being cleaner today than it has been in more than a century.



Initiative 1: Protect the city’s water supply and maintain the reliability and resiliency of the water supply system

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.5.1. The City is committed to having safe and fresh drinking water for all New Yorkers	DEP	In Progress/ Funded	The City continued its robust water supply infrastructure investment and source water protection program, including completion of the Croton Water Filtration Plant and the Delaware Aqueduct bypass shafts. DEP completed the first phase of the geotechnical program for the new Kensico Eastview Tunnel and substantial progress has been made toward issuing a design support contract to supplement in-house design abilities. In December 2016, DEP submitted its Long Term Watershed Protection Plan, which will serve as the basis for the next Filtration Avoidance Determination in 2017.	› Complete the Shaft 4 Interconnection Project	Completed	› Award design contract for Kensico-Eastview Connection Tunnel
				› Submit a revised Long-Term Watershed Protection Plan to NYSDOH for the 2017 FAD	Completed	› Complete negotiations for the 2017 FAD
				› Launch a grant program of up to \$1 million per year to encourage on-site water reuse on private properties	Completed	› Award the design services contract for modifications at Hillview Reservoir
				› Begin drilling for the Delaware Aqueduct Bypass Tunnel	Completed	

Initiative 2: Install or repair 500 water fountains and water bottle refilling stations across the five boroughs

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.5.2 Expanding water fountains and bottle refillers promotes healthy beverage habits amongst all New Yorkers	MOS	In Progress/ Funded	The City repaired or replaced 110 fountains and bottle refillers with about 80 more expected to be installed in 2017. The City’s multi-agency Water Fountain Task Force, which includes DEP, DPR, DOT, DDC, DCP, and NYCHA, continues to meet regularly in order to make strategic decisions about the location of new fountains/refillers.	› Install or replace fountains and refillers in 20 parks and 60 schools	Completed	› Identify opportunities for an additional \$500,000 worth of drinking fountains and bottle refillers

Initiative 3: Expand green infrastructure and smart design for stormwater management in neighborhoods across the city

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.5.3 Continue the NYC Green Infrastructure Program in areas served by the combined sewer system to reduce CSO, and expand the use of green infrastructure to other parts of the city	DEP	In Progress/ Funded	The City, through DEP, continued its green infrastructure program as a part of a \$1.5B commitment by 2030. Ongoing program areas include right-of-way rain gardens, stormwater green streets, and porous pavement. To date, 3,800 green infrastructure assets are either completed or in construction.	› Submit the CSO Performance Metrics Report and the Green Infrastructure Contingency Plan to NYS DEC	Completed	› Submit Green Infrastructure Annual Report (April 30, 2017), and continue to make progress toward the next CSO Consent Order milestone in 2020 › Complete construction of Springfield Lake Bluebelt



Initiative 3: Expand green infrastructure and smart design for stormwater management in neighborhoods across the city

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.5.3A. Alleviate flooding in southeast Queens	DEP	In Progress/ Funded	The City, through DEP, completed an engineering study of the 50 hardest hit flooding grids and identified site-specific solutions. The City also began the design of 200 rain gardens in southeast Queens and expects construction to begin in the summer of 2017. In addition, DEP launched design for green infrastructure retrofits at three parks, while construction is underway for green infrastructure at two schools and on the Baisley Pond Bluebelt. Planning and design for green infrastructure on NYCHA properties in the area is expected to begin summer of 2017.	› Initiate design of green infrastructure on public land	Completed	› Issue RFP for green infrastructure construction on public land
				› Complete an engineering study to assess the 50 hardest hit flooding grids and identify site-specific solutions for each grid	Completed	› Initiate construction of right-of-way green infrastructure
				› Begin construction on Baisley Pond Bluebelt	Completed	› Continue construction on Baisley Pond Bluebelt

Initiative 4: Reduce pollution from stormwater runoff

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.5.4 The City is developing a comprehensive plan to address water quality from runoff in separately sewered areas	DEP	In Progress/ Budget Neutral	In 2016, the City, through DEP, submitted the first progress report on the development of a stormwater management plan to the NYS Department of Environmental Conservation; and worked with the City Council to introduce legislation enabling the City to control discharges in MS4 areas. DEP continues to meet bi-monthly with the general public and other stakeholder groups to develop the Stormwater Management Plan, which is due to the State in 2018. The City also began identifying the likely priority MS4 waterbodies, based on water quality as defined in the MS4 Permit.	› Submit a progress report on MS4 Stormwater Management Program Plan and an interim report on the development of the inspection project for industrial and commercial facilities to NYS DEC	Completed	› Submit a draft work plan for determining the amount of floatable and settleable trash and debris discharged from the MS4 to waterbodies impaired for floatables to NYS DEC

Remove Industrial Pollution from Waterways

(Source: PlanNYC 2011)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Actively participate in waterway clean-up efforts	DEP, MOS	In Progress/ Funded	The City, through DEP, began design on the two submitted CSO tank projects. In addition, the City continues conversations with EPA and other potential responsible parties regarding environmental investigations in support of the Superfund work at Newtown Creek. DEP also commenced construction of high level storm sewers in the Gowanus Canal area.	› Begin dredging at Flushing Bay	Completed	› Complete construction of bending weirs and floatables controls to reduce CSOs and reduce floatables in Newtown Creek
				› Commence construction of High Level Storm Sewers in the Gowanus Canal area	Completed	› Complete design for Phase 2 of HLSS in the Gowanus Canal area



Protect and Restore Wetlands, Aquatic Systems, and Ecological Habitat

(Source: PlanNYC 2011)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Improve wetlands mitigation	DEP, EDC, MOS	In Progress/ Partially Funded	The City is awaiting approval of permits from the US Army Corps.	› Receive US Army Corps permits and start restoration work	Delayed	› Complete earthwork and planting of the restoration site at Saw Mill Creek and make first credits created by the bank available for compensatory mitigation in NYC







Goal: Parks & Natural Resources

- **Community Parks Initiative:** the Community Parks Initiative (CPI) is transforming 67 small, under-resourced parks and playgrounds citywide. To date, we have engaged 2,400 stakeholders and had over 1 million visits to Kids in Motion and Summer Sports Experience programs in CPI neighborhoods.
- **Parks Without Borders:** Received more than 6,100 suggestions for improving 692 parks in all 59 community districts. Designs are now underway for the eight winning parks.
- **Green the City:**
 - › Completed a census of all street trees with the help of more than 2,000 trained volunteers who collected information using mobile devices to map 130,000 city blocks containing 666,134 street trees of 132 different species.
 - › Community members contributed 26,700 hours in service to the protection and care of green space in NYC, a 38 percent increase from last year.
- **Open underutilized space as playgrounds or part-time public spaces:** Major progress for Bushwick Inlet Park, with acquisition and remediation.

The City has continued to provide every New Yorker with useful, accessible, and beautiful open spaces.



Photo by NYC Parks

Washington Square Park playground

As laid out in NYC Parks’ *Framework for an Equitable Future*, our data-driven approach leverages data including neighborhood demographics, community feedback, and more to inform programs, reimagine the public realm, and ensure a more strategic allocation of resources. Through this integrated and collaborative planning process, New Yorkers in all five boroughs submitted nominations for Parks Without Borders sites. New Yorkers also helped shape the design of and programming in our public plazas and Community Parks Initiative (CPI) sites. To meet the demands of growing neighborhoods, the City also continues to expand the park system, including the acquisition of an 11-acre site on the Williamsburg waterfront and opening 12 new Schoolyards to Playgrounds sites. **The number of New Yorkers who now live within walking distance to a park has increased to 81.5 percent.**

INDICATOR	CURRENT DATA	PREVIOUS DATA
Increase percent of New Yorkers living within walking distance to a park from 79.5 percent to 85 percent by 2030	81.5% (2017)	81% (2016)





Construction and Design Underway for \$300 Million in Targeted Improvements and Renovations for Neighborhood Parks and Playgrounds

Through the Community Parks Initiative (CPI), NYC Parks has made improvements to under-resourced neighborhood parks across the city, working closely with neighborhood residents to tailor these improvements to meet community needs. Twenty-eight of the 35 CPI Phase 1 projects are now in construction—several already at 50 percent completion—with the remainder slated to start construction in 2017. Several CPI Phase 1 sites will open to the public in 2017 and the remainder will open to the public next year. NYC Parks has also initiated design on 21 CPI Phase 2 sites and will announce additional Phase 2 sites later this year. To date, NYC Parks has completed 86 targeted improvement projects and served nearly 1 million children through expanded summer programs.



Photo by NYC Parks

Community Parks Initiative ground-breaking at Thomas Boyland Park

Invested \$50 Million in the Parks Without Borders Program and Received More than 6,100 Suggestions for Improving 692 Parks in All 59 Community Districts

With input from thousands of New Yorkers, NYC Parks selected eight showcase projects to receive a combined \$40 million in capital funds to realize the Parks Without Borders vision—making parks more welcoming and accessible by extending them into communities. An additional \$10 million will be used to incorporate these design concepts into ongoing projects, including renovations at 32 Community Parks Initiative sites and 19 other projects. In the years ahead, the City will continue to incorporate the Parks Without Borders approach into our design process.



Photo by NYC Parks

Parks Without Borders rendering



Installed 195 WalkNYC Wayfinding Signs and 216 City Benches

As part of the City’s commitment to beautiful and well-tended streets and pedestrian safety, DOT continues to install city benches and wayfinding signs, and in 2016 converted two underutilized spaces into neighborhood plazas. The City also continues to advance the median maintenance plan, and anticipates selecting a contractor for Bronx medians in the first half of 2017. The program will scale up as additional medians are needed.



Recently installed Street Seats



THE CITY HELD 96 WEEKEND WALKS AND EXPANDED THE POPULAR BOOGIE ON THE BOULEVARD EVENT

The Weekend Walks program activates streets around the city to support physical activity and civic engagement. More than 10,000 people have participated in Boogie on the Boulevard, a Weekend Walk that takes place on the Grand Concourse in partnership with the Bronx Museum of the Arts. The City also held its annual Summer Streets event and piloted a Shared Streets event where pedestrians, cyclists, and slow-moving vehicles shared the streets of Lower Manhattan for one afternoon.

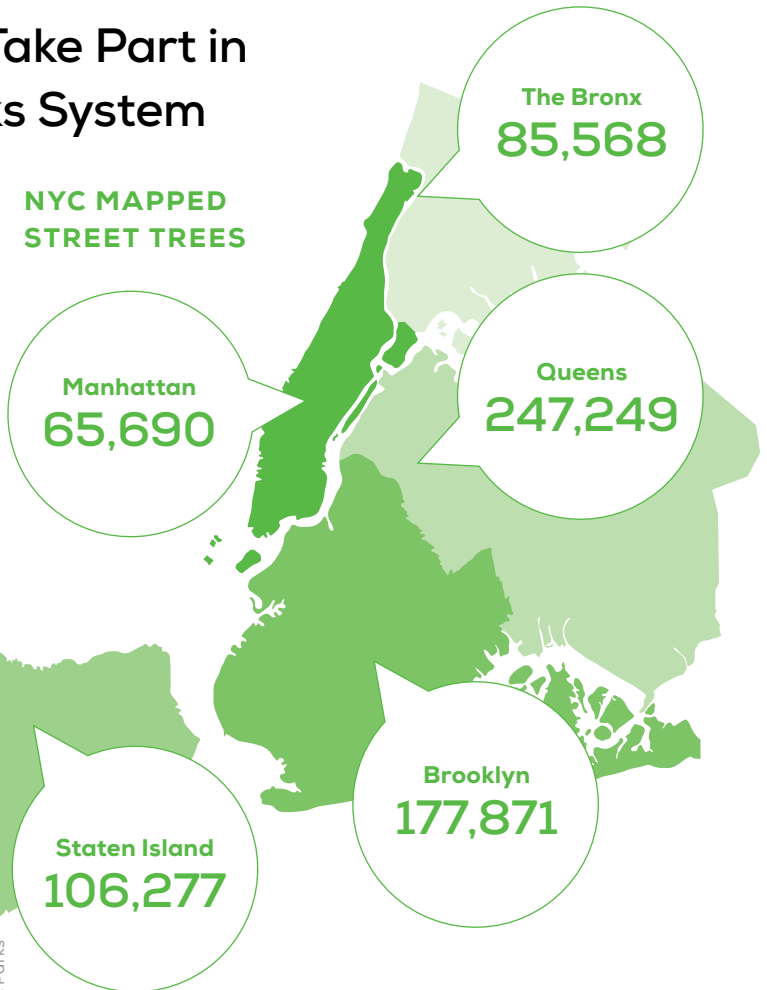




More New Yorkers than Ever Take Part in the Stewardship of Their Parks System

NYC Parks forges transformative and creative partnerships with community organizations and regular New Yorkers that generate local stewards who program, care for, and advocate for their parks and the city’s natural resources. In 2016 NYC Parks completed the third decennial TreesCount! census, which involved over 2,200 trained volunteers who covered over 130,000 blocks—NYC Parks’ largest citizen science effort to date. These efforts are all the more important because the City continued to invest in its green canopy in 2016 by planting 19,045 street trees, 4,452 landscaped park trees, and 49,428 trees in natural areas.

NYC MAPPED STREET TREES



Volunteers map street trees as part of TreesCount

Photo by NYC Parks

In addition to the street tree census, NYC Parks engaged the public through 296 volunteer events, including 26 large-scale planting events that engaged 1,922 volunteers and 102 street tree care events that engaged 3,545 volunteers. NYC Parks also continued the Green Neighborhoods Program in five new neighborhoods—Soundview in the Bronx, North Shore in Staten Island, Richmond Hill in Queens, Inwood in Manhattan, and Canarsie in Brooklyn. With a focus on place-based stewardship, staff produced 57 events and engaged a total of 671 volunteers, including 132 “Super Stewards” who took advantage of over 70 training sessions. In total, community members contributed 26,700 hours in service to the protection and care of green space in 2016, a 38 percent increase from the previous year.



Photo by NYC Parks

Volunteers plant and care for trees in Queens



Initiative 1: Strengthen the utility of parks and public space in under-resourced and growing neighborhoods

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.6.1 The Community Parks Initiative is a citywide program to improve historically under-funded parks in densely populated and growing neighborhoods with higher-than-average concentrations of poverty	DPR	In Progress/ Funded	Through the Community Parks Initiative (CPI), the City has made improvements to under-resourced neighborhood parks across the city, working closely with neighborhood residents to understand park needs. By the end of 2016, 21 of 35 CPI Phase 1 projects had begun construction and several had already achieved 50 percent completion. The remainder of the Phase 1 projects are expected to start construction in 2017. Several CPI Phase 1 sites will open to the public in 2017 as planned, and the remainder will open to the public in 2018. Since the last OneNYC report, we initiated design on 21 Phase 2 sites, with additional sites to be announced in 2017. To date, NYC Parks has completed 86 targeted improvement projects and served nearly 1 million children through expanded summer programs.	› Begin construction on all Phase 1 sites by fall 2016, pending successful bidding	Partially Complete	› Open first Phase 1 sites*
				› Begin design of next 12 Phase 2 capital improvement sites	Completed	› Complete design of first 21 Phase 2 Capital Improvement sites and announce 11 additional capital sites.*
				› Complete 25 additional targeted improvement sites	Completed	› Complete 25 additional targeted improvement sites
				› Reach over 500,000 New Yorkers in CPI zones through enhanced programming	Completed	

Initiative 2: Improve outdoor spaces through Parks Without Borders, a new strategy to enhance neighborhood access and connectivity

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.6.2 Parks Without Borders is a NYC Parks initiative to make parks more open, welcoming, and beautiful by focusing on improving entrances, edges, and park-adjacent spaces	DPR	In Progress/ Funded	The City selected and began design on eight showcase Parks Without Borders projects based on public input, potential to improve park access, and on-site physical conditions and context.	› Select eight new Parks Without Borders projects based on public input, potential to improve park access, and on-site physical conditions and context	Completed	› Receive PDC approval for the eight Parks Without Borders showcase sites
				› Begin design on eight showcase Parks Without Borders projects	Completed	› Begin procurement on eight showcase Parks Without Borders projects

Initiative 3: Reduce light pollution from large buildings at night

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.6.3 The City will explore solutions to reducing light pollution	MOS	Completed	The City passed Intro 1165 in October 2016, which requires owners of mid-sized buildings to retrofit the lighting systems in non-residential spaces to comply with the New York City Energy Code by 2025. This bill includes requirements for switches and controls that ensure lights are off when the room is not occupied, and sets efficiency standards for exterior illumination.	› Complete final Lights Out bill draft and secure passage by Council	Re-considered	› Work with enforcement agencies to ensure compliance with Intro 1165*



Initiative 4: Expand the use of our streets as places to play, congregate, and be together

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.6.4 NYC is committed to opening up streets for safe recreational events	DOT	In Progress/ Partially Funded	In 2016, the City held its annual Summer Streets event and also piloted Shared Streets, an event where pedestrians, cyclists, and slow-moving vehicles share the streets of Lower Manhattan for one afternoon. The City also held 96 Weekend Walks events and expanded the popular Boogie on the Boulevard event in the Bronx by three blocks. The City commenced planning and design at six El-Space sites across the five boroughs and issued a procurement to fabricate the City El-Kit prototype, a modular piece of street furniture. Due to procurement delays, the implementation of the first six El-Space projects will occur in 2017.	› Continue Summer Streets and the Weekend Walks program, which will include recreational programming at additional events	Completed	› Continue Summer Streets and Weekend Walks
				› Design and implement improvements at seven El Space locations	Delayed	› Complete design and implement improvements at six El Space locations*

Initiative 5: Create beautiful and well-tended streets in neighborhoods across the city

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
The City is investing in new street trees and other plantings, benches, wayfinding signs, and other amenities	DOT	In Progress/ Partially Funded	In 2016, the City installed 195 WalkNYC wayfinding signs, as well as 216 City Benches. There are now over 1,500 City Benches installed citywide. The City also installed two new Street Seats prototypes, which will serve as the model for ten new installations in 2017. The NYC Plaza Program continued to expand, with two new plazas created in 2016 and five sites selected for future installation. The City continues to advance the median maintenance plan, and anticipates selecting a contractor for Bronx medians in the first half of 2017. The program will scale up as additional medians are needed.	› Add 258 wayfinding signs, 225 City Benches, six Street Seats, and five plazas	Partially Complete	› Add 150 to 200 wayfinding signs, 200 City Benches, five Street Seats, and five plazas*
				› Select a contractor for median maintenance program	Delayed	› Scale up the median maintenance program in other boroughs as additional medians are completed



Initiative 6: Green the city's streets, parks, and open spaces

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
3.6.6 To protect, maintain, and enhance the city's green canopy, NYC Parks will continue to plant new trees in parks and neighborhoods citywide	DPR	In Progress/ Partially Funded	<p>Tree Planting and Stewardship NYC Parks completed the third decennial street tree census. The total count was 666,134 trees across all five boroughs, a 12.5 percent increase from the last census in 2006. TreesCount! 2015-2016 was our largest citizen science effort to date, involving over 2,200 volunteer surveyors. We are now continuing our progress in mapping the NYC urban forest through our inventory of landscaped park trees.</p> <p>NYC Parks also engaged the public through 296 volunteer events, including 26 large-scale planting events that engaged 1,922 volunteers and 102 street tree care events that engaged 3,545 volunteers. NYC Parks continued the place-based stewardship Green Neighborhoods Program in five new neighborhoods—Soundview (Bronx), North Shore (Staten Island), Richmond Hill (Queens), Inwood (Manhattan), and Canarsie (Brooklyn). In total, community members contributed 26,700 hours in service to the protection and care of green space in NYC, a 38 percent increase from last year.</p> <p>In partnership with the Natural Areas Conservancy, NYC Parks completed development of a new management plan for forested areas. The plan produced a framework in which to assess the impact of management efforts toward high-level goals of forest health and composition.</p> <p>Green Infrastructure* Final Design for Belt Parkway Gerritsen on hold pending completion of the Department of Transportation's Bridge Project. The site will be ready for Parks to begin work in the beginning of 2019. Design completion is targeted for winter 2018. NYC Parks continued to advance the Canarsie Trail Connector, with the contract awaiting registration.</p>	<ul style="list-style-type: none"> › Hold 75 street tree care events, 75 forest restoration events, 15 large scale plantings, and 12 Super Steward workshops 	Completed	<ul style="list-style-type: none"> › Hold 80 street tree care events, 80 forest restoration events, 15 large scale plantings, and 15 Super Steward workshops
				<ul style="list-style-type: none"> › Complete data gathering for the Tree Census 	Completed	<ul style="list-style-type: none"> › Complete quality control and analysis of tree census data
				<ul style="list-style-type: none"> › Expand the Green Neighborhoods Program to 5 new targeted areas 	Completed	<ul style="list-style-type: none"> › Launch the third year of the Green Neighborhoods Program in three new neighborhoods*
				<ul style="list-style-type: none"> › Train Super Stewards to become Care Captains, Navigators, and Shorekeepers in an effort to promote independent volunteerism 	Completed	<ul style="list-style-type: none"> › Provide active support for seasoned Super Stewards, and expand trainings to more volunteers
				<ul style="list-style-type: none"> › Initiate or complete approximately 60 parkland retrofit site designs* 	Completed	<ul style="list-style-type: none"> › Complete procurement and start construction on the approximately 60 Parkland Green infrastructure retrofit projects*
				<ul style="list-style-type: none"> › Complete the site preparation and start construction for Belt Phase 1 (Paedergat, Fresh Creek, Rockaway) and start construction on Belt 3 (Bay Ridge) through street trees program* 	Completed	<ul style="list-style-type: none"> › Complete design contract preparation for Belt 2G (Gerritsen) and complete construction of Canarsie West Trail Connector*



Create Destination-Level Spaces for all types of Recreation

(Source: PlaNYC 2011)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Create and upgrade flagship parks	DPR, EDC	In Progress/ Funded	NYC Parks is working to strengthen the utility of parks and public space in under-resourced and growing neighborhoods. The Fort Washington Park pedestrian bridge design work has progressed, pending an agreement with Amtrak. Remediation at Bushwick Inlet Park is well underway and expected to be complete by the end of 2017.	› Complete acquisition of Bayside site at Bushwick Inlet Site*	Completed	
				› Begin remediation work at 50 Kent*	Completed	› Complete remediation work at 50 Kent site and return the site to interim public use*
				› Advance design of pedestrian bridge at Fort Washington Park*	Completed	› Complete design of pedestrian bridge at Fort Washington Park*
Convert former landfills into public space and parkland	DPR, EDC	In Progress/ Funded	Work to convert Fresh Kills from a landfill to a park continues. Programming is offered year-round. The design for East Park is pending, as an increased scope has resulted in additional site investigation and environmental review requirements.	› Transfer jurisdiction of North Park site to DPR and procure North Park Phase 1*	Partially Complete	› Begin construction on North Park Phase 1*
				› Complete East Park design*	Delayed	› Complete geotechnical investigation and report



VISION 4

Our Resilient City



PROGRESS 2017

The City is working to ensure that our neighborhoods, economy, and public services will be ready to withstand and emerge stronger from the impacts of climate change and other 21st century threats through its over \$20 billion resiliency program citywide.

VISION 4

Our Resilient City

GOAL: Neighborhoods

GOAL: Buildings

GOAL: Infrastructure

GOAL: Coastal Defense

Secured an agreement with **FEMA to revise NYC's flood maps to reflect both current and future climate risks**, saving residents tens of millions of dollars in flood insurance premiums

Announced **\$1.77 million in micro-grants** and risk assessments to benefit **520 small businesses**

Launched consumer education campaign FloodHelpNY.org to raise awareness about flood risk and flood insurance

Began construction at eight public housing developments damaged by Hurricane Sandy as part of NYCHA's \$3 billion recovery and resiliency program

Released Preliminary Climate Resiliency Design Guidelines which institutionalize resiliency across the City's capital program by providing forward-looking climate data for use in all capital projects

Released Resilient Edgemere that builds an inclusive vision for a resilient future in the face of climate change, and pursued funding to reimagine Bayswater Park and Rockaway Community Park

Completed construction on T-Groins at Sea Gate with the U.S. Army Corps of Engineers

Collaborated with the U.S. Army Corps of Engineers to release the final feasibility report for the armored levee on the East Shore of Staten Island, initiating design of the 4-mile line of protection

This is an incredibly important moment for cities to take the lead in responding to and preparing for the impacts of changing climate. Our city continues set the standard for inclusive and equitable climate action. Over the past year, we have seen substantial progress in our efforts to strengthen coastal defenses, upgrade buildings, protect infrastructure and critical services, and make our homes, businesses, and neighborhoods safer and more vibrant. Specifically, we released a suite of tools to ensure that communities are informed and prepared for disasters, announced micro-grants and resiliency assessments for small businesses, and launched a consumer education campaign to raise awareness about flood risk and flood insurance.

We have also developed preliminary climate resiliency guidelines which help us begin to embed resiliency across the City's capital program by providing forward-looking climate data to be incorporated in all capital projects. This is an important step in shifting how the City invests and operates to ensure that New York is prepared for the impacts of climate change including shocks like Hurricane Sandy and chronic stresses like sea level rise and rising temperatures.



McKinney from Rock the Boat gives a tour of the Bronx River



Rendering from the armored levee on the East Shore of Staten Island



In October of 2016, Mayor Bill de Blasio activated a new \$250 million water tunnel connecting Brooklyn to Staten Island, ensuring the borough has a safe, reliable drinking water supply for generations to come. The new, deeper tunnel—called a siphon—is a critical back-up that can deliver up to 150 million gallons of safe, clean drinking water per day to Staten Island from Brooklyn under the New York Harbor. This water tunnel project aligns with the City’s comprehensive resiliency and sustainability efforts to ensure we continue to become safer, stronger and better prepared for the next Sandy-like event.

Our progress this year has reaffirmed the value of engaging all New Yorkers in the process, placing strong emphasis on inclusive and equitable solutions. From Lower Manhattan to Hunts Point, in Red Hook and Edgemere, and on the East Shore of Staten Island, we have worked together with elected officials, community and faith leaders and residents to ensure that we are putting our values to work as we strengthen the city. New Yorkers are front and center in our response to climate change and our multi-layered approach to resiliency.



Goal: Neighborhoods



The City has made significant progress in strengthening community, social, and economic resiliency in neighborhoods across the five boroughs.

Central to this work has been a focus on community preparedness in partnership with community volunteers, faith-based organizations, civic leaders, and local businesses.

New York City Emergency Management (NYCEM) has led critical efforts to put in place protocols for credential verification and access coordination during emergencies; and through Citizen Corps have led programming on risk communication and emergency planning including the release of the Community Emergency Toolkit. Over the past year, the Mayor’s Office and NYCEM have worked with the City Council to convene the Faith-based and Community Organizations Recovery Task Force to document current conditions and develop recommendations on expanding the participation of local community-based organizations and faith-based groups in emergency planning and preparedness. This report of findings and recommendations was released in April 2017. Initiatives like Business PREP and RISE : NYC are deploying resiliency assessments, implementation grants, and innovative technologies to support businesses in enhancing their resiliency.



NYCEM Community Emergency Response Team (CERT) Disaster Simulation drill from Spring 2016

INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Increase the capacity of accessible emergency shelters to 120,000</p>	<p>10,000 (2017)</p>	<p>10,000 (2016)</p>
 <p>Increase the rate of volunteerism among New Yorkers to 25 percent by 2020</p>	<p>17.4 (2015)</p>	<p>17.6 (2014)</p>



Released a suite of tools to ensure that communities are informed and prepared for disasters, including the Community Emergency Planning Toolkit and Report of the Faith-based and Community Organizations Recovery Task Force

COMMUNITY EMERGENCY PLANNING TOOLKIT

NYC Emergency Management's Citizen Corps team launched the Community Emergency Planning Toolkit to help communities become more resilient. The toolkit covers how New York City plans for hazards and guidance for how communities can create their own emergency plan. The toolkit is designed to be a group process and includes:

- Guidance for emergency planning specific to New York City
- A plan template and scenarios for communities to develop their own emergency plan
- Examples of other community emergency planning efforts

For more information, visit nyc.gov/citizencorps

This past year, a suite of tools was developed to ensure that communities are informed and prepared for disasters. NYCEM disseminated a Credential Verification and Access Coordination Plan that clearly defines the protocol and credentials needed for access during travel bans. NYCEM's community readiness program, Citizen Corps, held its fifth annual Disabilities, Access and Functional Needs Symposium for over 100 attendees. The symposium featured discussions on risk communications, caregiver best practices and community planning, and the report with clear and concise emergency planning information is due out later this year. To increase social cohesion and foster collaboration to increase a community's resiliency, NYCEM released the Community Emergency Planning Toolkit and the report of the Faith-based and Community Organizations Recovery Task Force in partnership with the Mayor's Office and City Council. Both documents provide guidance on how organizations can work together to ensure they are prepared for future disasters. The Toolkit provides guidance to groups on planning for New York City hazards.

→ 40 community partners sites from the Share Your Space Survey, that identifies spaces to potentially support emergency operations or outreach events were added to the Citywide Asset and Logistics Management System database.

→ NYCEM trained 400 Commodity Distribution Point (CDP) workers that distribute essential items like food, water, and blankets to the community during an emergency.



Launched Public Health Emergency Response Network Pharmacy Program

NYC Department of Health and Mental Hygiene (DOHMH) is working with community pharmacists to support pharmacies in preparing for and recovering from disasters and other emergencies. To address the barriers to effective emergency communication with the city's **2,600 community pharmacies**, DOHMH launched the Public Health Emergency Response Network Pharmacy Program in 2016. DOHMH will be able to engage pharmacies that register with the program in a productive, reciprocal exchange of information that is essential for effective emergency preparedness and response, while better supporting pharmacies to ensure the health and well-being of all New Yorkers. To date, **1,050 pharmacies have enrolled, including 531 Independent pharmacies**. Of these, approximately 80% of pharmacies in Hurricane Evacuation Zones 1 through 4 are enrolled. DOHMH continues to actively recruit pharmacies by visiting their stores and assisting them with registration.



Owners of Architectural Grille on the factory floor in Gowanus, Brooklyn

Announced \$1.77 million in micro-grants and risk assessments to benefit 520 small businesses

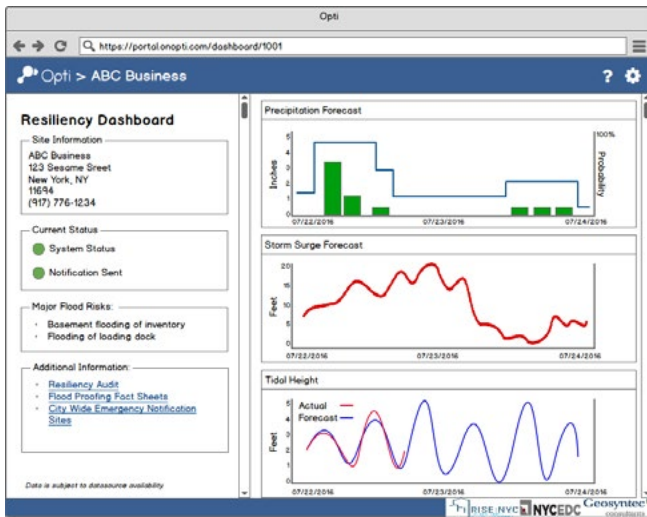
In November 2016, the Department of Small Business Services began providing NYC small businesses with customized, one-on-one risk assessments and \$1.77 million in preparedness grants. A key service of the Business Preparedness and Resiliency Program, the assessments and grants will help 520 Hurricane Sandy-impacted businesses better prepare their staff and operations for emergencies, as well as protect their assets and investments.

- **Small Business Services and NYCEM conducted 16 workshops to assist more than 230 businesses develop emergency and business continuity plans.**
- **Through ReadyNY, NYCEM organized 40 trainings at businesses for employee and family preparedness.**

Family-owned and operated since 1945, Brooklyn's Architectural Grille manufactures custom grilles for a range of clients worldwide. During Hurricane Sandy, the business was hit with five feet of water that damaged machinery, and electrical systems, leading to a power outage for two months. Thanks in part to the City's Hurricane Sandy Business Loan & Grant Program and the tenacity and commitment of Architectural Grille's owners and employees, the business is back at full capacity. Not content to stop at recovery, the business is preparing to withstand future disruptions by participating in the Risk Assessment and Grant Program. This will ensure that Architectural Grille will be a resilient and thriving employer and manufacturer in NYC in the years to come.



Implementation Underway for RISE : NYC Resiliency Technologies



Mockup of OptiRTC’s resiliency software platform.

New York City Economic Development Corporation’s \$30 million RISE : NYC program helps Sandy-impacted small businesses mitigate the impacts of climate change with innovative resiliency technologies. Through RISE : NYC, 11 technology providers are implementing projects at small businesses across the 5 boroughs, to improve the resiliency of business-critical infrastructure, such as energy supply, telecom, and building systems.

Through the program, Geosyntec Consultants is developing business specific Active Floodproofing systems that use OptiRTC’s software platform to monitor and provide businesses with live storm surge forecasts and flood risk data. The system will signal for the deployment of flood protection measures, such as automated flood guards and actuated valves, to protect businesses against flooding when risks are high.

Geosyntec has begun work by conducting resiliency audits for a participating businesses, including Hook Enterprises in Staten Island.

“My mixed-use property on Bay Street was one of the many commercial properties that were damaged by Sandy on the North Shore on Staten Island. [The audit] detailed recommended mitigation measures so that damage can be minimized in a future storm...vulnerabilities that I never would have otherwise never known to exist.”

—Joe Tirone, Hook Enterprises



Geosyntec staff assessing tide gate condition and high water marks.



Initiative 1: Strengthen community-based organizations

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
4.1.1A. Create a methodology to develop and test indicators for resiliency	ORR	In Progress / Funded	The New York City Panel on Climate Change (NPCC) has begun to work on its third report which is due to be completed in the summer of 2018 and will include methodology to develop and test indicators for resiliency.	› Identify and adopt methodology for Vision 4 indicators, including establishment of baseline and interim targets; eliminate long-term displacement from housing; reduce social vulnerability; and reduce economic losses from climate events	Partially Complete	› Continue to work with the NPCC on the development of indicators for resiliency*
4.1.1B. Develop a comprehensive, interactive web-based platform to map community-based organizations and government services	OPS	Completed / Funded	By the end of 2016, the interagency working group developed a citywide "Facility Planning" map platform, which can map the service type and actual location of every human service being funded by the City. The map was released in March of 2017.	› Release the online map and make available to the public the dataset sourced from the Health and Human Services (HHS) Accelerator platform	Completed	› Develop a system to maintain data updates to ensure the map has the most up-to-date information
4.1.1C. Establish a Hurricane Sandy Task Force to make recommendations on expanding the participation of community-based organizations and faith-based groups in emergency planning and resiliency efforts	ORR	Completed / Budget Neutral	The Hurricane Sandy Task Force meetings concluded in June of 2016, and recommendations were compiled and refined in consultation with various City agencies before being incorporated into a report to the mayor and City Council. The report was released in April 2017.	› Finalize recommendations and release report	Completed	› Continue working with key stakeholders to determine the implementation strategy for the recommendations › Implement recommendations
4.1.1D. Extending civic engagement by promoting volunteer opportunities, building volunteer capacity in nonprofits and City agencies, and engaging a diverse cross section of city residents as volunteers and service year members to address the city's greatest needs, including linking volunteers with emergency preparedness and response.	NYC Service	In Progress / Budget Neutral	NYC Service completed a door-to-door survey to assess volunteerism and civic engagement in three Queens neighborhoods: Jackson Heights, Sunnyside, and Woodside. The survey results indicate the volunteer rate is significantly higher in these neighborhoods than the 2015 U.S. Census (48.4% as compared to 17.4%, respectively). In addition, 14 focus groups were conducted with residents in the three neighborhoods to gather qualitative data, and a neighborhood strategic plan to target 5 to 7 city neighborhoods will be announced in May 2017.	› Conduct a door-to-door volunteering/civic engagement survey and focus groups with residents in Sunnyside, Woodside, and Jackson Heights	Completed	› Conduct post-implementation surveys/ focus groups to measure this initiative's effectiveness on increasing volunteerism in the three Queens communities
					Completed	› Replicate strategic neighborhood volunteer plan in 5 to 7 additional neighborhoods*
					Completed	› Integrate Commodity Distribution Plan (CDP) trainings into all Service Year orientations in Fall 2017
				› Pilot a strategic neighborhood volunteer plan in Fiscal Year 2017 to bring NYC Service resources and tools to support the Queens neighborhoods, with an eye toward replication in additional neighborhoods in Fiscal Year 2018	Completed	› Continue supporting City agencies through Volunteer Development and Management Programs
		› Implement 13 Volunteer Management and Development Programs, led by City agencies and NYC Service	Completed	› Collect and publish an annual Volunteers Count report, detailing city volunteer numbers › Award Mayoral Service Recognition to individual volunteers with 100+ hours and to corporations engaging 20% of employees in service		



Initiative 1: Strengthen community-based organizations

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Community Preparedness 1. Launch pilot program to identify and address gaps in community capacity	ORR	In Progress / In Planning	The New York City Panel on Climate Change (NPCC), in partnership with the City, has engaged with community-based organizations in Sunset Park, the South Bronx and Northern Manhattan to identify opportunities and gaps in neighborhood-led climate adaptation planning. Case studies will inform the NPCC's report, to be published in 2018.	› Complete pilot assessment and select target neighborhood(s)	Completed	› Subject to available funding, implement program to address gaps in target neighborhood(s)

Initiative 2: Improve emergency preparedness and planning

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
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	NYCEM has conducted 113 surveys at facilities used as emergency shelters. A total of 20 have been fully remediated for accessibility and 23 are expected to be remediated by June 1, 2017. Additional amenities to accommodate people with disabilities including items such as accessible cots, canes, walkers, manual wheelchairs and accessible signage have been added to the current stockpile. There are currently enough sets of amenities in the stockpile to accommodate 67 shelters.	› Complete surveys at approximately 120 DOE and CUNY facilities used for emergency sheltering	Partially Complete	› Commence retrofits at DOE facilities › Complete retrofits at DOE facilities identified as needing remediation for purposes of sheltering for coastal storms
4.1.2B. Enhance evacuation plans in order to better serve vulnerable populations during an evacuation	NYCEM	In Progress / Funded	NYCEM has begun a transportation needs analysis to assess demand for accessible City-provided transportation services during coastal storm evacuations. The results of this study will be used to re-evaluate the City's evacuation plans for individuals with disabilities, and others with access and functional needs.	› Finalize information flow and data tracking procedures for transportation requests	Partially Complete	› Incorporate updated information and new analyses into coastal storm evacuation planning guidance › Complete transportation needs analysis and begin to analyze relevant data for coastal storm evacuation planning
4.1.2C. Identify additional accessible sites that can serve as emergency service centers	NYCEM	In Progress / Partially Funded	NYCEM worked with geographic information system (GIS) to begin streamlining data collection, and wrote a protocol for the survey. Twenty-five of 40 sites have been surveyed.	› Complete a master site checklist for all types of operations	Completed	› Secure upgraded information included in Citywide Asset and Logistics Management System (CALMS) data sets, mapping functions, and printable site records and reports for mobile access
				› Upgrade information included in CALMS data sets, mapping functions, printable site records, and reports for the full utilization of said functionality for use by the City's Emergency Operations Center (EOC)	Completed	› Ensure full utilization of data functionality for use by the City's EOC, and off-site operational sites (remote/mobile) such as from the Commodity Distribution Point Command Center
				› Ensure that the planning-based Operational Sites Working Group will develop into a Site Allocation Dispatch Recorder group in the Logistics Command (for allocation of sites and processing of space needs) when the EOC/Logistics Center is activated	Completed	› Continue surveying new sites identified › Finish surveying new sites identified in the Share Your Space Survey™ and create common data points for all sites surveyed



Initiative 2: Improve emergency preparedness and planning

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
4.1.2D. Expand a system for emergency credentialing that can be deployed in an emergency	NYCEM	In Progress / Funded	The City developed a draft Credential Verification and Access Coordination (CVAC) Protocol that outlines the strategies for implementing the Corporate Emergency Access System (CEAS) and City credentialing centers via the EOC/Logistics Center, as well as templates for just-in-time credentialing. Additionally, the City established a CVAC Working Group, composed of representatives from the Mayor's Office, DCAS, NYPD and NYCEM and facilitated focus groups with critical emergency support function partners.	› Develop recommendations for the establishment of a universal Citywide ID program that incorporates the viability of this system with regard to cost and human resource needs	Completed	› Identify City personnel with essential or critical functions and vendors for appropriate credential issuance
				› Develop recommendations to expand the CEAS program to incorporate non-governmental partners and City vendors	Completed	› Incorporate enhanced CEAS wireless credentialing program into CVAC Protocol
				› Develop recommendations on the integration of just-in-time credentialing protocols for mutual aid	Completed	› Amend CVAC Protocol based on focus group recommendations
				› Develop recommendations for the development of a credentialing desk in the EOC/Logistics Center coordinated with logistics, public safety, and external affairs	Completed	
				› Develop recommendations for the integration of vehicle credentialing and placarding	Completed	
				› Develop recommendations for the integration of the City's credentialing program with neighboring law enforcement entities	Completed	
				› Lead discussions with CVAC Working Group agencies and OMB	Completed	
				› Compile a list of agency Continuity of Operations Plan vendors for City credentialing program	Completed	
4.1.2E. Expand ambulance tours where the need is greatest and build out a fully redundant, second 911 answering center in the Bronx	ORR	Completed / Funded	The second, fully redundant 911 answering center has opened.	› Complete construction on second 911 answering center in June 2016	Completed	
4.1.2F. Develop training tools to incorporate community-based organizations in response and recovery operations	NYCEM	In Progress / Funded	NYCEM launched the Community Preparedness Toolkit. A Continuity of Operations Planning (COOP) training for community-based organizations is in development. The 2016 Disability Access and Functional Needs Symposium included training on risk communications for nonprofit, community-based and service providing organizations. This information is included in the Symposium Report.	› Launch Community Preparedness Toolkit	Completed	› Monitor performance and adapt toolkit, as necessary
				› Finalize COOP training	Completed	› Offer a forum for service providers and organizations that service vulnerable populations to learn about the City's emergency planning efforts › Host quarterly meetings with nonprofit representatives › Host annual Disability Access and Functional Needs Symposium



Initiative 2: Improve emergency preparedness and planning

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
4.1.2G. Identify, assign, and educate City employees on their potential role during a large-scale emergency through training	NYCEM	In Progress / In Planning	NYCEM is currently working with DCAS/NYCAPS to develop an Employee Self Service module where agency liaisons can assign staff to an operation/position and employees will be able to see their assignment. NYCEM is working with DCAS, OLR and other relevant agencies to identify and assign City employees to potential roles where they could volunteer for alternate service during large scale emergencies. Once these employees are identified they will be referred to relevant training on their assigned roles. NYCEM is reconsidering the milestones associated with this initiative to streamline resources and will focus on training City personnel on their role during an emergency. Instead of a general promotional video, NYCEM is working with key agencies to promote relevant training to support their potential role.	› Develop a proposal mandating the viewing by all City employees of a short promotional training video highlighting the critical use of City agency personnel during an emergency	Re-considered	› Develop system for notifying City personnel of their potential role*
				› Work with key agencies to incorporate the video into employee training	Re-considered	
				› Secure funding for video production	Re-considered	
4.1.2H. Modify standardized contracts to require service providers to participate in the City's emergency protocols, such as Advance Warning System (AWS)	NYCEM	In Progress / Funded	NYCEM reviewed bids from vendors to redevelop website and selected a vendor. This system will integrate with Health and Human Services (HHS) Accelerator.	› Complete procurement for redevelopment of AWS website to allow data sharing between Mayor's Office of Operations and NYCEM	Partially Complete	› Integrate AWS sign up with the current citywide contracting process for service providers
4.1.2I. Launch the third New York City Panel on Climate Change	ORR	In Progress / Budget Neutral	The third New York City Panel on Climate Change (NPCC3) was launched in June 2015. It will report on refined and improved climate risk analysis to inform planning and decision-making on resiliency, enhanced mapping, indicators and monitoring, as well as a community assessment.	› Conclude all research	Partially Complete	› Continue work on NPCC3 report*
4.1.2J. Develop a system of standardized on-call contracts in order to deploy construction and other services during and after a major disruptive event	DDC	Completed / Funded	On-call emergency contracts have been procured and are available for use during and after a major disruptive event.	› Award contracts and work with selected contractors to establish a system to deploy on-call emergency services for the 2016 hurricane season	Completed	› Evaluate performance of contractors
4.1.2K. Improve long-term case management for those impacted by disasters to connect survivors with the services they need	ORR	Not Started / Budget Neutral	The City will continue to engage agencies to understand long-term recovery needs.	› Conduct analysis to understand the needs of under-resourced survivors of disasters	Delayed	› Determine options for addressing on-going needs for long-term recovery of under-resourced survivors of disasters*



Initiative 2: Improve emergency preparedness and planning

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Climate Analysis 5. Explore improved approaches for mapping future flood risks, incorporating sea level rise	ORR	In Progress / Budget Neutral	As part of the resolution of the City's appeal of its Flood Insurance Rate Maps, FEMA has agreed to support the development of a future flood map for the City.	› Input on additional recommendations for the next Technical Mapping Advisory Committee (TMAC) annual report	Completed	› Host a workshop with the City, FEMA, and the NPCC to define the parameters of a future flood map product for NYC
Utilities 18. Launch energy infrastructure resiliency competition	EDC	In Progress / Funded	Using the RISE : NYC Small Business Enrollment Portal, 64 project sites have been vetted and approved to participate in the program. Project implementation is now underway for all 11 selected technology providers. Projects include five energy systems, three telecommunications, and three building systems resiliency technologies.	› Register small businesses to participate in the program	Completed	› Continue project rollout—installing resilient technologies at Sandy-impacted small businesses across NYC
				› Execute agreements with technology providers	Completed	› Complete first technology installations at small business sites
				› Kickoff project implementation to install resilient technologies at Sandy-impacted small businesses across NYC	Completed	› Begin environmental review for remaining projects
Community Preparedness 2. Continue and expand NYCEM's Community Emergency Response Teams (CERT)	NYCEM	In Progress / Funded	More than 300 students successfully completed CERT basic training classes and joined teams throughout the city. Close to 40 CERT volunteers hold current certification to manage a City-run shelter as a Coastal Storm Operator. CERT volunteers continue to attend the quarterly Commodity Distribution Point training. In the Fall of 2017, 70 CERT members participated in a full-scale exercise that included use of radios, service center staffing, a disaster simulation, subway safety, and an active shooter presentation at the NYC Fire Department Training Academy on Randall's Island.	› Train all New York City based AmeriCorps Volunteers in Commodity Distribution Plan (CDP) operations	Completed	› Train 400 additional New York City based AmeriCorps Volunteers and a contingent of CERT team members in CDP operations* › Continue to engage NYCHA residents in the CERT program › Expand on training and leadership opportunities for a wider range of CERT volunteers
Community Preparedness 3. Expand the Worker Connect information technology tool to serve as an Emergency Services Portal	Mayor's Office	Re-considered / In Planning	The City applied for Sandy recovery funds but was unsuccessful. This initiative has now been reconsidered.			
Community Preparedness 4. Explore the creation of a new online Emergency Notification Contact System	HPD	Completed / Funded	The City is piloting a new system that will be used to manage communication with building owners in the event of an emergency.			



Initiative 3: Support small businesses and local commercial corridors

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Buildings 11. Launch a competition to increase flood resiliency in building systems	EDC	In Progress / Funded	Using the Small Business Enrollment Portal, 64 project sites have been vetted and approved to participate in the program. Project implementation is now underway for all 11 selected technology providers. Projects include five energy systems, three telecommunications, and three building systems resiliency technologies.	› Register small businesses to participate in the program	Completed	› Continue project rollout by installing resilient technologies at Sandy-impacted small businesses across NYC
				› Execute agreements with technology providers	Completed	› Complete first technology installations at small business sites
				› Kickoff project implementation to install resilient technologies at Sandy-impacted small businesses across NYC	Completed	› Begin environmental review for remaining projects
Economic Recovery 1. Launch Business Recovery and Resiliency Programs	SBS	In Progress / Funded	SBS conducted resiliency workshops in neighborhoods throughout NYC and launched applications for on-site resiliency assessments in November 2016. These workshops served more than 225 businesses and community-based organizations. Assessments are currently being conducted in target neighborhoods.	› Make resiliency resources accessible to businesses across the city by posting online	Completed	› Assess gaps and identify additional online resources needed to support small business resiliency in NYC*
				› Continue providing Business PREP assessments and micro-grants in high-risk areas, with a target of 520 businesses served by June 2018*	Completed	› Continue providing Business PREP assessments and micro-grants in high-risk areas, with a target of 520 businesses served by September 2019*
Economic Recovery 3. Launch Neighborhood Retail Recovery Program	EDC	In Progress / Funded	EDC has partnered with SBS on the "Love Your Local" Program which will provide marketing, technical assistance and grants to eligible businesses. EDC rebranded its Cap Access program as Neighborhood Credit Fund and released a Request for Proposals (RFP) for the program in March 2017. EDC expects to begin providing financing to small businesses through the program later this year.	› Launch Cap Access before the end of 2016	Completed	› Continue Neighborhood Credit Fund to improve uptake and impact across all five boroughs*
Economic Recovery 4. Support local merchants in improving and promoting local commercial corridors	SBS	In Progress / Funded	The Downtown Far Rockaway Storefront Improvement Program is completed with 18 newly refurbished storefronts with support from local community-based organization Rockaway Development and Revitalization Corp (RDRC). SBS is providing grant funding to Ocean Bay CDC to conduct local business attraction/retention activities in Arverne/Edgemere through June 2017.	› Empower CBOs and Business Improvement Districts (BIDs) to support businesses by conducting train the trainer" sessions	Completed	› Communication and coordination along commercial corridors on resiliency measures
Economic Recovery 5. Continue to support the FRESH program to increase the number of full-line grocers in underserved neighborhoods	EDC	In Progress / Funded	Since April 2016, two new stores opened in the Bronx and three stores were approved for FRESH benefits. The two new stores represent approximately 45,000 square-feet of new supermarket space and 150 full-time equivalent new jobs. Three new FRESH projects were approved during this time, including a financial incentives project in Cypress Hills, a zoning incentives project in East Harlem, and a zoning incentives project in Bedford-Stuyvesant. The new projects will support the creation of approximately 46,000 square-feet of supermarket retail across the City.	› Open four additional approved projects for business	Partially Complete	› Approve additional projects for FRESH benefits and open approved stores*



Initiative 3: Support small businesses and local commercial corridors

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Brooklyn-Queens Waterfront 4. Support private investments that reduce flood risk along Newtown Creek	EDC	In Progress / Funded	The City provided business resiliency workshops and information sessions for businesses in Maspeth and Long Island City, and continued to provide citywide assistance for permitting, restoration, and upgrade of bulkheads. Agencies are working to streamline waterfront permitting.	› Provide additional workshops for businesses to better understand resiliency measures and begin providing on-site resiliency assessments and micro-grants to businesses through Business PREP	Completed	› Continue to provide on-site resiliency assessments, micro-grants, and other potential resiliency financing opportunities to businesses through Business PREP
				› Continue assistance in the permitting process for the restoration and upgrade of bulkheads	Completed	› Continue assistance in the permitting process for the restoration and upgrade of bulkheads
Brooklyn-Queens Waterfront 10. Create and implement a revitalization strategy for targeted retail and community spaces within Red Hook Houses	EDC	In Progress / Funded	The NYCHA Recovery and Resiliency portfolio continues to move forward. However, construction at Red Hook Houses did not start in 2016.	› Initiate construction on current and new retail at the Red Hook Houses	Delayed	› Initiate construction of current and new retail at the Red Hook Houses*
South Queens 9. Develop a revitalization strategy for the Beach 108th Street corridor	EDC	In Progress / Funded	Project scope has been finalized and a design task order is ready to proceed. Design is expected to start in Summer 2017.	› Finalize project scope and begin design of the project	Partially Complete	› Secure NY Rising funds from New York State and begin project implementation
South Queens 10. Develop a comprehensive commercial revitalization plan for Beach 116th Street	EDC	Re-considered / In Planning	The City continues to support the local community by funding the Rockaway Business Alliance (formerly the B 116th St. Partnership) through its Avenue NYC program. The Alliance recruits and organizes merchants throughout the Rockaway Peninsula.	› Seek funding to complete development of the plan and implement revitalization projects	Re-considered	› Pending funding, complete commercial revitalization plan and develop a timeline for implementation
South Queens 11. Develop a commercial revitalization strategy for Far Rockaway, potentially involving repositioning of City- and MTA-controlled sites	EDC	In Progress / Budget Neutral	EDC and HPD released a Request for Proposals (RFP) for Beach 21st Street in December 2016. The site is included in the larger Downtown Far Rockaway rezoning, which certified into Uniform Land Use Review Procedure (ULURP) in January 2017.	› Begin procurement for City- and MTA-controlled sites	Completed	› Select developer for City- and MTA-controlled sites
Southern Brooklyn 14. Work with Brooklyn Chamber of Commerce to assist in organizing Sheepshead Bay businesses	SBS	Completed / Budget Neutral	This initiative was completed in 2016 and has ongoing related work. SBS continues to operate Chamber On-the-Go through the five boroughs. The Brooklyn Chamber of Commerce has reached more than 700 businesses to date. The third annual Sheepshead Summer Stroll took place on May 22, 2016.	› Organize the Third Annual Sheepshead Summer Stroll	Completed	
Southern Brooklyn 15. Support area recovery through the rebuilding and expansion of the entertainment district	EDC	In Progress / Funded	Amphitheater opened in Summer 2016 and open space opened in Fall 2016. The first season held 48 events, with six free community concerts, and created over 240 living wage jobs.	› Complete and open new amphitheater and open spaces in entertainment district	Completed	› Kick-off new phases of sewer infrastructure



Initiative 3: Support small businesses and local commercial corridors

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Southern Manhattan 3. Construct physical enhancements to Water Street	EDC	In Progress / Funded	Design is ongoing. There is additional Federal Highway Administration (FHWA) funding, so the project budget has increased. The City has procured a Construction Manager.	› Complete Design	Partially Complete	› Complete Design*
Southern Manhattan 4. Implement temporary programming of Water Street privately owned public spaces (POPS)	EDC	Completed / Budget Neutral	The Water Street Upgrades Text Amendment, adopted on June 21, 2016, amends the Special Lower Manhattan District to facilitate the infill of existing arcades and the improvement of existing plazas on and around Water Street. The text amendment intends to help create active and useful ground floor retail spaces, improve the design of underutilized plazas, and increase the flood resilience of buildings. While the City's role in this project is complete, the Downtown Alliance will continue programming.	› Complete ULURP process for text amendment needed to enable planned programming	Completed	› Kick off programming, through Alliance for Downtown NY (ADNY) management of POPs
Southern Manhattan 5. Launch a program to enable permanent improvements to Water Street privately owned public spaces (POPS)	DCP	Completed / Budget Neutral	The Water Street Upgrades Text Amendment, adopted on June 21, 2016, amends the Special Lower Manhattan District to facilitate the infill of existing arcades and the improvement of existing plazas on and around Water Street. The text amendment intends to help create active and useful ground floor retail spaces, improve the design of underutilized plazas, and increase the flood resilience of buildings.	› Ensure adoption of text amendment by City Planning Commission and City Council	Completed	

Initiative 4: Ensure that workforce development is a part of all resiliency investments

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
4.1.4A. Adopt standardized language for all procurement documents and contracts for resiliency-related work to require contractors and consultants to report on efforts and outcomes related to local hiring and training	MOCS	In Progress / Budget Neutral	The HireNYC rider continues to be included with relevant solicitations and contracts subject to the program. Adopting language requiring the use of City's electronic certified payroll and workforce reporting system in procurement documents is contingent on implementation of the Labor Compliance Management solution as mentioned in OneNYC initiative 4.1.4B.	› Adopt language requiring the use of City's electronic certified payroll and workforce reporting system	Delayed	› Adopt language requiring the use of City's electronic certified payroll and workforce reporting system
4.1.4B. Develop a centralized tool for tracking and reporting on jobs data with the goal of improving the hiring of Sandy-impacted residents and low-income applicants	MOCS	In Progress / Funded	The City has released a solicitation to procure the Labor Compliance Management solution and the Request for Proposals (RFP) responses are currently under review by MOCS and DDC.	› Complete software implementation at core agency	Delayed	› Operationalize jobs reporting and information sharing



Initiative 5: Mitigate the risks of heat

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
4.1.5A. Launch an Urban Heat Island Mitigation Working Group to identify urban heat mitigation and adaptation strategies to benefit the city's most heat-vulnerable communities	ORR	In Progress / Budget Neutral	The NYC Urban Heat Island Mitigation Working Group continues to meet and has worked on developing opportunities to address the impacts of and adaptation to increased temperatures at the neighborhood level.	› Develop a strategic framework to inform and guide future capital investments and operational strategies to address urban heat	Completed	› Secure funding and develop projects for monitoring and research initiatives on adaptation to urban heat
				› Recommend needed monitoring and research initiatives to adapt our city to the increasing impacts of urban heat	Completed	
4.1.5B. Seek updates to its 2010 LiDAR dataset, which will involve aerial data collection through remote sensing	ORR	In Progress / Funded	The City led an inter-agency effort to develop the Request for Services (RFS) for LiDAR acquisition and development.	› Procure contract for LiDAR data collection	Completed	› Acquire and begin processing LiDAR data*
4.1.5C. Call on the State to ensure cooling access during extreme heat for low-income, heat-vulnerable populations through an expanded allocation of Home Energy Assistance Program (HEAP) funds to assist with air conditioning purchase and installation, and utility costs	ORR	In Progress / Budget Neutral	The City worked with stakeholders at the local and state level to analyze HEAP cooling funding allocations. Based on these funding allocations, ORR, with DOHMH and other relevant stakeholders, have begun to strategize around addressing funding gaps in the program.	› Conduct analysis of funding allocations to NYC and convene relevant stakeholders	Completed	› Coordinate with local and state agencies to address funding gaps
4.1.5D. Propose that the New York City Board of Health amend the health code to establish maximum allowable temperatures in residential facilities and supportive housing for vulnerable people to protect against heat-related illness	ORR	In Progress / Budget Neutral	A survey was completed with NYC supportive housing stakeholders to determine what challenges would result in implementing a maximum indoor air temperature regulation. The City also consulted with other cities that are exploring a maximum indoor temperature, including the City of Toronto.	› Conduct assessment of the impacts of the initiative on vulnerable people and stakeholders, including identification of challenges and barriers and appropriate policies for residential housing facilities for vulnerable people	Completed	› Determine feasibility of key policy strategies and pursue their implementation

Initiative 5: Mitigate the risks of heat

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Climate Analysis 6. Launch a pilot program to identify and test strategies for protecting vulnerable neighborhoods from extreme heat health impacts	DOHMH	In Progress / In Planning	As part of its Cool Neighborhoods portfolio, the City is working with the Center for Health Equity's Bronx Neighborhood Health Action Center on the first phase of its Be-A-Buddy program.	› Identify near-term tactics for the city's most heat-vulnerable communities and identify funding to develop pilot program	Delayed	› Subject to available funding, implement program in target neighborhood



Photo by Dana Ullman

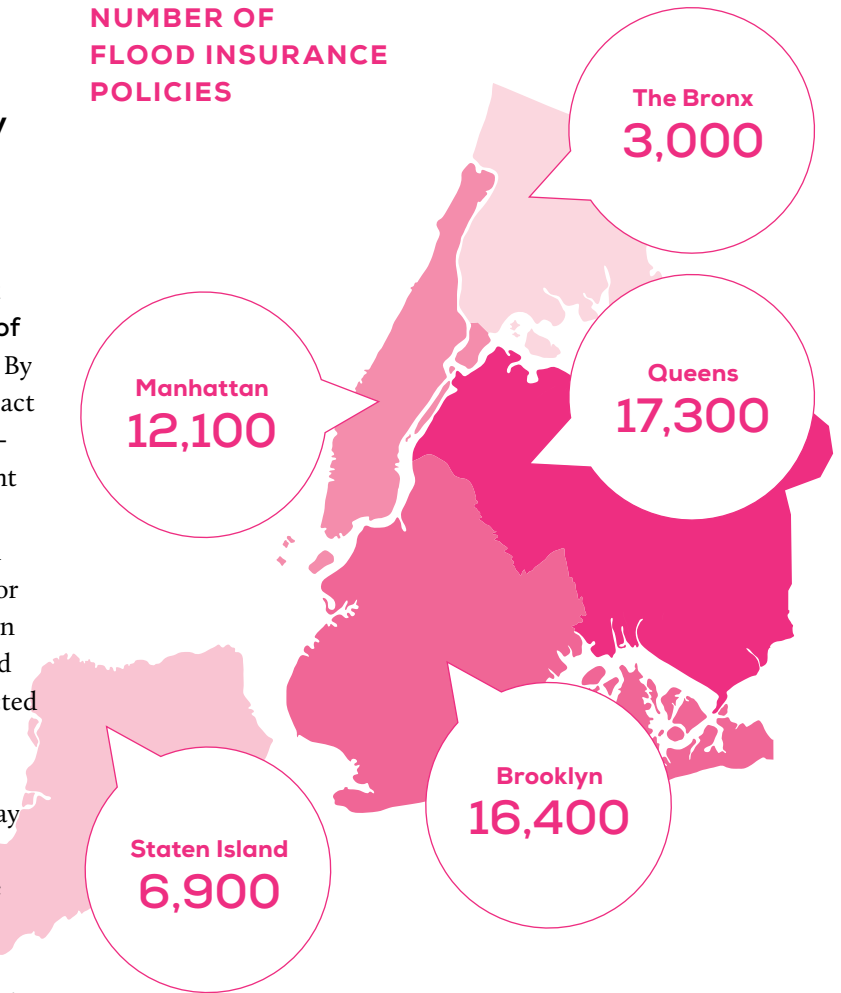


Goal: Buildings




Over the past year the City has advanced research and policy efforts to protect the affordability of flood insurance.

The City secured an agreement with FEMA to revise NYC’s flood maps to reflect both current and future climate risks, saving residents tens of millions of dollars in flood insurance premiums. By releasing a groundbreaking study of the potential impact of flood insurance premium increases for one- to four-family homes in high-risk flood zones, the City brought attention to the value of incorporating means-tested vouchers and mitigation grants in the reauthorization of the National Flood Insurance Program scheduled for September 2017. After launching a consumer education campaign to raise awareness about flood risk and flood insurance in targeted neighborhoods, the City connected New Yorkers to resources so they can make informed decisions about investments in flood insurance and mitigation. At the same time, work is actively underway to repair homes damaged by Hurricane Sandy, and the City is adapting its residential building stock to be more resilient against the risk of climate change with significant investments through Build it Back and the Department of Housing Preservation and Development, and the New York City Housing Authority’s \$3 billion recovery and resiliency program.

NUMBER OF FLOOD INSURANCE POLICIES



As of Jan 1, 2017, Source: FEMA

INDICATOR	LATEST DATA	PREVIOUS DATA
 Increase the number of flood insurance policies across the city	55,700 (2017)	—
 Increase the square footage of buildings upgraded against flood risk	7,692,000 (2017)	264,000 (2016)
 Increase the number of elevated homes in the Build-it-Back program	957 (2017)	202 (2016)



Sixty-five bus shelters located in the City’s floodplain and beyond featured FloodHelpNY ads in English and Spanish as part of the City’s flood risk consumer education campaign.



Elizabeth Malone and Kiya Smith of Neighborhood Housing Services of Brooklyn conduct community outreach as part of the City’s flood risk consumer education campaign.

Here’s the 2017 NFIP policy breakdown for NYC:

- 240 V Zone Policies
- 24,100 A Zone Policies
- 31,300 X Zone Policies
- 55,700 Total Policies Citywide

Launched consumer education campaign FloodHelpNY.org to raise awareness about flood risk and flood insurance—the number of flood insurance policies in NYC has risen from 34,700 in 2012 to 55,700 in 2017.

From 2012 through 2017, the number of National Flood Insurance Policies (NFIP) in NYC grew from 34,700 to 55,700, an increase of 60 percent. The most significant outcome is that the increase of policies in the City’s moderate risk zone, where flood insurance is voluntary, but remains a critical tool for financial resiliency. To help explain flood risk and flood insurance to NYC residents, the City launched a consumer education campaign in October 2016. Appearing in bus shelters in the City’s flood prone neighborhoods, local and ethnic media ads, direct mail to homeowners and targeted digital and social media, the campaign “NYC’s Flood Risk is on the Rise,” directed residents to FloodHelpNY.org, a one-stop shop flood risk educational tool created by The Center for New York City Neighborhoods. During the campaign, 89,744 users visited the site, a 90% increase over the previous time period. In addition, the City partnered with the Center for New York City Neighborhoods on a grassroots campaign, creating and distributing toolkits for community groups including branded table banners, t-shirts, retail door stickers and posters.



Released a groundbreaking study of the potential impact of flood insurance premium increases for one-to four-family homes in high-risk flood zones

Flood Insurance and Housing Cost Burden for Homeowners

This map shows the affordability of flood insurance premiums if risk increases and the pre-FIRM rates are removed. Canarsie and parts of the Rockaways will see noticeable increases in the number of households that are housing-burdened.

Based on practices in the lending industry, homeowners are defined as housing-burdened if the ratio of mortgage premium and interest, property taxes, and property insurance (PITI) payments to a household's income is greater than 0.4. Flood insurance premiums that contribute to a PITI-to-income ratio greater than 0.4 percent are considered burdensome and may be difficult to afford.

In April, the City released "The Cost and Affordability of Flood Insurance in New York City," a groundbreaking study of the impact of flood insurance premium increases on one to four family homes in high-risk flood zones across the city, including neighborhoods across Jamaica Bay, on the Rockaway peninsula, and on the East Shore of Staten Island. The research, conducted by RAND, found that flood insurance is already difficult to afford for 25 percent of owner-occupied one- to four-family homes and burdensome for nearly two-thirds of extremely and very low income households in the study area. The study also modeled several paths Congress could take to ensure flood insurance remains affordable for the most vulnerable, including means-tested financial assistance to households that need it most, as well as grants and low-interest loans to low- and middle-income households to make their homes less vulnerable to flood risk. The modeled programs would target support to those most in need, rather than support those based on when and where their house was built. The City is using this research to support its federal advocacy efforts to Congress to reform the National Flood Insurance Program which is set to expire on September 30th 2017.





NYCHA Recovery to Resiliency Program

Hurricane Sandy devastated the New York City Housing Authority (NYCHA), impacting sixty thousand residents in more than 200 buildings. NYCHA received the largest FEMA grant in history, and the biggest influx of public housing funding since its inception, totaling over \$3 billion. The Authority is now setting national and international precedent in the methodology, scope, and scale of multi-family housing storm recovery and resiliency measures.

NYCHA has made significant progress in the Recovery to Resiliency Program. Construction was finished at a development in the Lower East Side and preliminary construction is complete at 23 developments. Eight large-scale Sandy Recovery projects have started construction and shovels will be in the ground at all Sandy impacted developments by the end of 2017.

Example of flood panels that provide dry flood proofing on the ground level of buildings.



Groundbreaking for construction at Coney Island Sites 4 and 5



Waterproofing a basement floor

Cutting edge design work, including dry and wet flood proofing, allowed residents to continue living in the 327 first floor Sandy impacted units. This is critical affordable housing that otherwise would have been lost. Additionally, vital new job opportunities were created. To date, over 400 new jobs have been created through NYCHA's Sandy Recovery work, with over 160 of those positions filled by NYCHA residents.

NYCHA is not only rebuilding and protecting valuable affordable housing for New Yorkers, but making sure residents and developments will be safe in the face of a future storm.



Initiative 1: Upgrade public and private city buildings

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Buildings 2. Rebuild and repair housing units destroyed and substantially damaged by Sandy	HRO	In Progress / Funded	Build It Back served 90% of homeowners by the end of 2016 through a check or construction. For single-family homes where the City is managing construction, which comprise the vast majority of Build It Back homes, 93% started construction and 76% completed construction by the end of 2016. For all projects, including homeowner managed construction projects, community housing recovery and resiliency projects for multiple families, and projects where homeowners experienced hardships or requested extensions, 61% were completed by end of 2016. Through the Build It Back Multi-Family program, HPD has provided \$175 million in repairs, reimbursements and resiliency assistance to 128 multi-family developments, benefiting nearly 17,000 households.	› Complete the Build it Back Single-Family program	Partially Complete	› Advance portfolio and serve all homeowners
Buildings 9. Retrofit public housing units damaged by Sandy and increase future resiliency	NYCHA	In Progress / Funded	NYCHA has started or completed preliminary construction at 23 developments, and started major construction on eight major Sandy Recovery Projects. In addition, another 10 major Sandy Recovery projects are in the procurement phase and construction is anticipated to begin at all Sandy developments in 2017.	› Complete design on all 33 Sandy-damaged developments and start construction at all sites	Partially Complete	› Advance NYCHA's Sandy Recovery Program*
Southern Brooklyn 6. Study additional resiliency initiatives for ground-floor housing within NYCHA buildings	NYCHA	Completed / Funded	NYCHA has completed all studies regarding resiliency measures of ground floor spaces. This has allowed NYCHA to progress the remaining design in the appropriate manner via dry-flood proofing. There are no further resiliency studies to be completed at this time. This initiative is being marked complete because the studies are complete. Going forward, progress on the rest of NYCHA's work will be tracked through SIRR initiative Buildings 9.	› Complete design on all 33 Sandy-damaged developments, including resiliency efforts to protect ground floor housing	Partially Complete	› Start construction at all Sandy developments by the end of the year

Initiative 2: Adopt policies to support building upgrades

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Buildings 1. Improve regulations for flood resiliency of new and substantially improved buildings in the 100-year floodplain	ORR	In Progress / Budget Neutral	DCP has begun outreach to elected officials and borough presidents on a future citywide text amendment.	› Begin environmental review for local and citywide zoning changes	Partially Complete	› Ensure adoption of local and citywide zoning changes



Initiative 2: Adopt policies to support building upgrades

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Buildings 3. Study and implement zoning changes to encourage retrofits of existing buildings and construction of new resilient buildings in the 100- year floodplain	DCP	In Progress / Budget Neutral	DCP has conducted a series of studies with affected communities and identified many potential local and citywide zoning changes. A rezoning proposal for Hamilton Beach and Broad is currently in public review, and a proposal for the Staten Island State Buyout Areas will enter public review in Spring 2017. In addition, DCP has begun outreach to elected officials, borough presidents, and community boards on a future citywide text amendment.	› Begin environmental review for local and citywide zoning changes	Partially Complete	› Ensure adoption of initial local zoning changes and develop initial draft proposal for citywide zoning changes.
Buildings 5. Work with New York State to identify eligible communities for the New York Smart Home Buyout Program	HRO	In Progress / Budget Neutral	The City executed a contract with Project Rebuild, Inc. and a demolition subcontractor to begin the demolition and restoration of city buyout properties in Queens, Brooklyn, and Staten Island. The City is continuing to develop a long-term land use strategy. Further, the City continues to coordinate with the State on its buyout program in Oakwood Beach, Ocean Breeze, and Graham Beach.	› Execute a memorandum of understanding between the City, the Nature Conservancy, and United States Department of Agriculture Natural Resources Conservation Service (USDA-NRCS) to ensure the permanent protection of key vulnerable properties from future development	Completed	› Continue to coordinate with GOSR to develop a long-term land use strategy for state buyout properties
Buildings 6. Amend the Building Code and complete studies to improve wind resiliency for new and substantially improved buildings	ORR	In Progress / Funded	The consultant team has been selected and the wind study began February 2017. The study is expected to be completed Fall 2018.	› Start the wind study	Completed	› Advance the wind study*
Buildings 7. Encourage existing buildings in the 100- year floodplain to adopt flood resiliency measures through an incentive program and targeted requirements	EDC	In Progress / Budget Neutral	HPD is working on standards for its lending program in the floodplain, but they are not yet adopted. The Building Accelerator is screening buildings for opportunities to incorporate resiliency upgrades in addition to retrofits for energy efficiency. ORR has evaluated financing tools though none are available at this time beyond the City's current CDBG-DR funds.	› Conduct analysis to determine the number of target households, describe potential program structures, and identify financing models that could be employed to incentivize risk reduction for individual homeowners	Completed	› Launch a NYC Resiliency Fund program to fund mitigation for existing buildings through private and/or non-profit partners
Buildings 13. Amend the Building Code to improve wind resiliency for existing buildings and complete studies of potential retrofits	ORR	In Progress / Funded	The consultant team has been selected and the wind study began February 2017. The study is expected to be completed Fall 2018.	› Start the wind study	Completed	› Advance the wind study*
South Queens 2. Develop an implementation plan to address frequent tidal inundation in Broad Channel and Hamilton Beach, incorporating international best practices	EDC	Completed / Funded	In December 2016, DCP released the Resilient Neighborhood report for Old Howard Beach, Broad Channel, and Hamilton Beach, which includes a summary of projected tidal flooding and recommendations for zoning and interagency coordination to address potential impacts.	› Release findings of the Resilient Neighborhoods Studies for Broad Channel and Hamilton Beach	Completed	› Implement recommendations



Initiative 2: Adopt policies to support building upgrades

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Southern Brooklyn 7. Support CUNY launch of study and pilot of new technologies for high-rise buildings	MOS	In Progress / Partially Funded	<p>In June 2016, CUNY's NYSolar Smart Distributed Generation (DG) Hub released a white paper on the Economic and Resiliency Impact of PV and Storage on New York Critical Infrastructure.</p> <p>In August 2016, the DG Hub released Resilient PV Retrofit and Storage Ready Guidelines to facilitate the addition of energy storage systems where they can add value, either to existing solar PV systems or to buildings that can benefit from energy storage at a later date.</p> <p>In October 2016, the DG Hub released a guidance memo for including energy storage in community solarize programs.</p> <p>Finally, the DG Hub has circulated a draft Resilient Solar Roadmap for New York City and will publish a final version at the end of Feb 2017.</p>	› Define parameters and create model for the Resilient Solar calculator through Sustainable CUNY	Completed	› Work with CUNY to determine implementation plan following publication of Resilient Solar Roadmap
				› Continue to support solar CUNY's ongoing projects	Completed	› Secure funding for CUNY full-time equivalent (FTE) to act as energy storage ombudsman to oversee energy storage permitting process improvements › Continue to support solar CUNY's ongoing projects
Southern Brooklyn 8. Study options to ensure resiliency of private cogeneration facilities in the area	ORR	In Progress / Budget Neutral	The City continues to participate in the Department of Energy (DOE) Combined Heat and Power (CHP) for Resiliency Accelerator and continues to look for opportunities to incentivize the hardening of private cogeneration facilities.	› Participate in the DOE CHP for Resiliency Accelerator Initiative	Completed	› Identify approaches to enhance resiliency of cogeneration facilities

Initiative 3: Work to reform FEMA's National Flood Insurance Program (NFIP)

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
4.2.3A. Advocate for better oversight of Write Your Own (WYO) insurance companies and better training of WYO companies to improve communication to existing and prospective clients	ORR	In Progress / Budget Neutral	FEMA has announced new training for WYO brokers that will commence in May 2017.	› Advocate that WYO training includes examples of dense, urban building types common in NYC	Completed	› Urge Congress to reauthorize the NFIP with NYC's key concerns, including greater WYO oversight



Initiative 3: Work to reform FEMA’s National Flood Insurance Program (NFIP)

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Climate Analysis 1. Work with FEMA to improve the flood-mapping process	ORR	In Progress / In Planning	As part of the resolution of the City’s appeal of its Flood Insurance Rate Maps (FIRMs), FEMA has agreed to support the development of revised maps and a future flood map for the city.	› Provide additional recommendations for the next Technical Mapping Advisory Committee (TMAC) annual report	Completed	› Work with FEMA to continue the update of the current and future floodplain map as detailed in the appeal*
Climate Analysis 2. Work with FEMA to improve the communication of current flood risks	ORR	Completed / Funded	With the Center for NYC Neighborhoods (CNYCN) and the Governor’s Office of Storm Recovery, FloodHelpNY.org was launched and marketed to residents as a clearer way to show current and future risk. Also, as part of the resolution of the City’s appeal of its Flood Insurance Rate Maps (FIRMs), FEMA has agreed to support the development of revised maps and a future flood map for the city.	› Continue to advocate for improved flood risk communication through, among other initiatives, a further updated alternative flood risk communication tool developed by CNYCN and ongoing participation on FEMA’s Technical Mapping Advisory Council	Completed	› Continue to advocate to improve current and future flood risk communication
Insurance 1. Support Federal efforts to address affordability issues related to reform of the NFIP	ORR	Completed / Funded	The City has completed a 1-4 Family Flood Insurance Affordability Study and presented results to the congressional delegation. The City has urged Congress to ensure flood insurance remains affordable for the most vulnerable New Yorkers, including means-tested financial assistance to households that need it most and consider grants for low- and middle-income households to make their homes less vulnerable to flood risk.	› Complete 1-4 Family Flood Insurance Affordability Study	Completed	› Urge congress to reauthorize the NFIP with NYC’s key concerns, including affordability and mitigation credits
				› Continue to participate in NFIP advocacy, emphasizing key affordability and mitigation concerns central to NYC	Completed	
Insurance 2. Develop FEMA-endorsed flood protection standards and certifications for existing urban buildings	ORR	In Progress / Call for Action	FEMA launched an additional study on urban mitigation and expects results in July 2017. When the City receives FEMA’s study results, it will review and disseminate the relevant information.	› Review and disseminate information pertaining to the second phase of FEMA guidance on buildings that cannot be elevated to be released in 2016	Partially Complete	› Review and disseminate information pertaining to the second phase of FEMA guidance on buildings that cannot be elevated to be released in 2017
Insurance 3. Call on FEMA to recognize mixed-use buildings as a distinct building category	ORR	In Progress / Call for Action	FEMA launched an additional study on urban mitigation and expects results in July 2017.	› Continue to advocate for mixed-use to be recognized as a distinct category	Completed	› Urge Congress to reauthorize the NFIP with NYC’s key concerns, including the recognition of mixed-use buildings as a distinct category
Insurance 4. Call on FEMA to develop mitigation credits for resiliency measures	ORR	In Progress / Call for Action	FEMA launched an additional study on urban mitigation and expects results in July 2017.	› FEMA to release the second phase of the work that informed the September 2015 guidance for buildings that cannot be elevated pursuant to Section 26 of the Homeowner Flood Insurance Affordability Act	Partially Complete	› FEMA to release the second phase of the work that informed the September 2015 guidance for buildings that cannot be elevated pursuant to Section 26 of the Homeowner Flood Insurance Affordability Act
Insurance 5. Study approaches for New York City to join FEMA’s Community Rating System (CRS) program	ORR	In Progress / Budget Neutral	The initial Community Assistance Visit (CAV) has been complete. The City is waiting on a response from FEMA concerning its plan to address issues raised in the review.	› Analyze the costs and benefits of entering the CRS program, based on the results of the CAV	Partially Complete	› Analyze the costs and benefits of entering the CRS program, based on the results of the CAV
Insurance 8. Call on New York State to improve policyholder awareness at the point of sale or renewal	ORR	In Progress / Call for Action	NYC again presented mystery shopping results to the State Department of Financial Services to highlight the problem of consumer education and held additional meetings with the relevant industry associations to discuss the importance of clear consumer awareness.	› Analyze the costs and benefits of entering the CRS program, based on the results of the CAV	Partially Complete	› Continue to advocate for improved policy awareness at the point of sale



Initiative 3: Work to reform FEMA’s National Flood Insurance Program (NFIP)

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Insurance 9. Launch a consumer education campaign on flood insurance	DCA	Completed / Funded	The City ran a multi-media consumer education campaign for six months throughout the five boroughs pointing people to FloodHelpNY.org.	› Run consumer education program in at-risk neighborhoods to increase knowledge of flood risk, mitigate the risk, and buy flood insurance	Completed	
Insurance 10. Launch an engagement campaign targeting insurers	ORR	Completed / Budget Neutral	The City presented to nearly 200 leading policy makers, insurance industry experts, scientists, environmentalists, and members of the media at the New York Stock Exchange in June 2016 on the steps and progress the City has made since Sandy to mitigate risk.	› Host a meeting with key insurance stakeholders to explain the steps NYC is taking to mitigate risk	Completed	





Goal: Infrastructure

The City has released the Preliminary Climate Resiliency Design Guidelines which institutionalize resiliency into the City’s built environment by providing forward-looking climate data for extreme heat, intense precipitation, sea level rise, and storm surge to be used in design of City buildings and infrastructure.




Collaboration continues with the Climate Change Adaptation Task Force on evaluating the vulnerability of the city’s critical infrastructure to climate change. Through a Department of Homeland Security grant, the City will be conducting a modeling analysis of City infrastructure vulnerability and interdependencies.

Through a partnership with Copenhagen, the City has been evaluating cloudburst” pilot projects which address extreme rainfall events by combining green infrastructure with gray infrastructure investments in Southeast Queens. The City has also released the findings from the Food Resiliency Study, which evaluated the “last-mile” distribution system to help inform investments that will make the food distribution system more resilient.

The City partners with external stakeholders to help facilitate resiliency related projects. Con Edison has invested over \$1 billion in storm hardening, ensuring resiliency of New Yorkers’ electricity , gas, and steam service during storm events. The telecommunications sector has been working on increasing the resiliency of their networks and facilities during extreme events; examples include Verizon’s cooling system project at their offices and T-Mobile’s pilot of a hydrogen fuel cell backup system for a roof top cell site.



Before and after images of the Beach 133rd street end project in Belle Harbor, Queens, which included dune restoration, a concrete wall for added protection, sidewalk improvements, and landscaping.

INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>System Average Interruption Frequency Index (SAIFI) per 1,000 customers*</p>	<p>85.9 (2016)</p>	<p>89.8 (2015)</p>
 <p>Customer Average Interruption Duration Index (CAIDI) in hours*</p>	<p>2.89 (2016)</p>	<p>3.66 (2015)</p>
 <p>Increase the percentage of hospital and long-term care beds benefitting from facility retrofits for resiliency</p>	<p>84% (2017)</p>	<p>84% (2016)</p>

*SAIFI and CAIDI values reported here, which measure the frequency and duration of power outages respectively, are for New York City only and includes outages attributable to major storms. For a complete explanation of these indicators, please see pages 266–267.



Initiated a partnership with Copenhagen to study the city’s risk to extreme precipitation “cloudburst” events, and identified pilot projects that address localized flooding in Southeast Queens

WHAT IS A CLOUDBURST?

A cloudburst is a brief but very intense rain event that may cause localized flooding. DEP is assessing possible impacts and responses to cloudbursts in Southeast Queens by studying the underlying conditions of the area: identifying where flooding occurs, what spaces could be used to store or convey water, and what other opportunities for co-benefits exist within the community.

In New York, as in other cities, the natural flow of water has been significantly altered by the constructions of buildings and streets. To manage runoff from developed areas, the City built sewer systems to drain streets as well as wastewater facilities to treat runoff before it is discharged to nearby waterways. Nature-based approaches, such as the Bluebelt and Green Infrastructure programs, are growing programs that manage runoff while benefiting communities and the environment. Yet, even the combination of traditional and nature-based solutions cannot handle large volumes of stormwater in today’s extreme rain events. With climate change, we anticipate an increase in these events, making a new type of stormwater planning a necessity.

In 2016, the City’s Department of Environmental Protection (DEP) kicked off a Cloudburst Resiliency Planning Study to assess risks, prioritize responses, develop neighborhood-based solutions, and assess costs and benefits for managing extreme rain events, or “cloudbursts.” The study adapted an approach developed in Copenhagen to manage large volumes of stormwater using streets and open space, and has created a unique learning exchange between Copenhagen and New York City. By modeling the flow of floodwater over the local topography, the study determines opportunities to slow and safely convey water to minimize damages and maximize co-benefits to the community. Pilot projects identified through the study will complement new sewer build-out and green infrastructure construction that is ongoing in Southeast Queens.



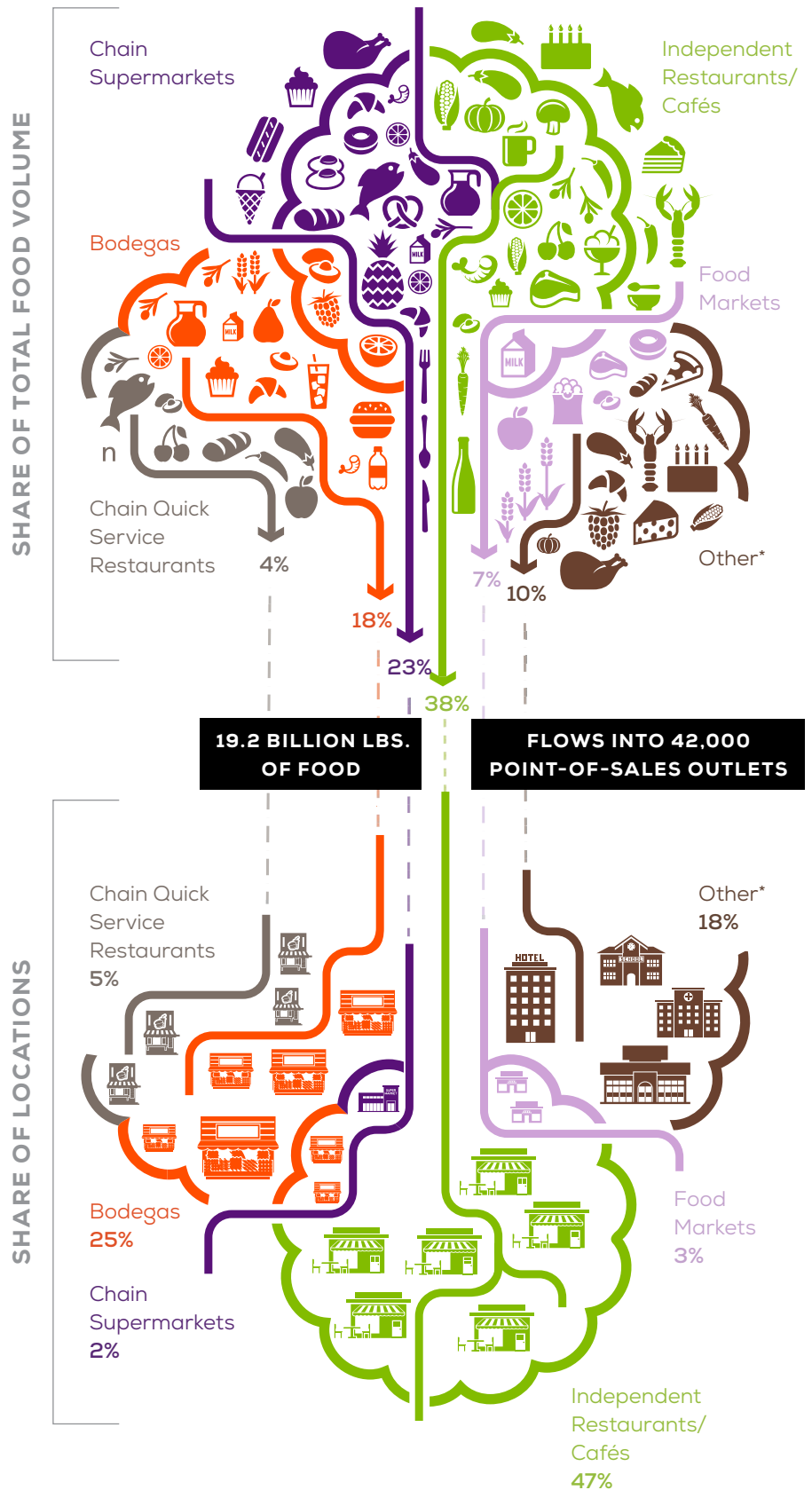
A conceptual image for South Jamaica Houses demonstrates how open space might be used to safely manage water in a large rain event. On a dry day, the space can be actively used by the community, whereas on very wet days it can retain runoff from adjacent areas.



Released findings from the Food Resiliency Study of the “last-mile” food distribution system citywide that will inform future resiliency strategies and investments

In 2016 the City conducted a detailed analysis of the last-mile food distribution system that feeds New York City and its millions of visitors every year. This complex network of food hubs, distribution centers, trucking routes, and point-of-sale outlets ranks among the largest food distribution systems in the nation. Through this study, the City learned that approximately 19 billion lbs. of food are distributed throughout the five boroughs each year 42,000 separate point-of-sale outlets. This study helps the City understand how the food distribution system is changing and informs the City’s work to make it more resilient.

* Other includes schools, drug stores, clubs, hotels, hospitals, chain convenience stores, correctional institutions, online grocery, food banks, universities, farmers markets, green carts, and caterers.



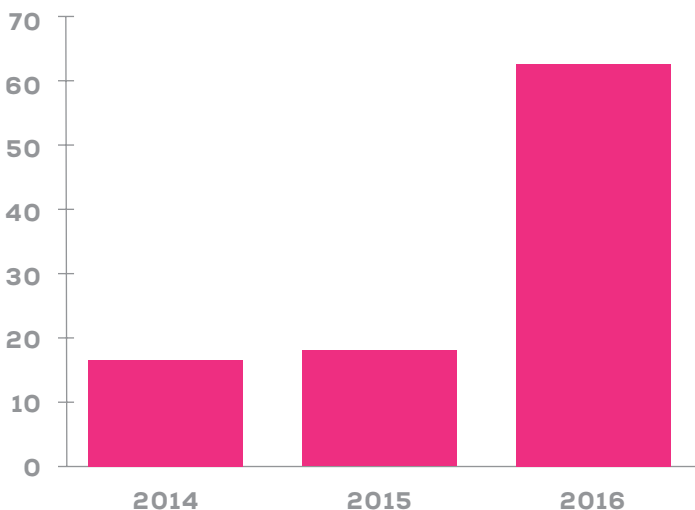


Con Edison: Investing in Resilient Energy Delivery Systems

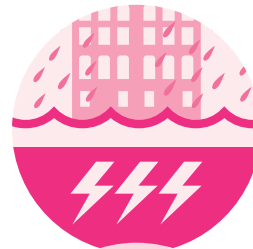
Con Edison has invested \$1 billion over the past four years to build smarter and stronger overhead and underground energy delivery systems in New York City and Westchester County. Con Edison has revised its design and planning specifications to factor resiliency in all new capital projects. Con Edison has also commenced a climate change vulnerability study to be completed in 2019 that will inform future investments and planning practices. This study will look at all key weather and climate inputs required for Con Edison to review its design standards, including daily and hourly temperatures, wind, precipitation and other variables.

A key component of Con Edison’s \$1 billion storm hardening program was the installation of 3,500 isolation devices on the electrical overhead system. These devices are designed to isolate and clear problems when trees, wind or heavy snow bring down lines. This program has already saved over 100,000 customers in New York City from experiencing outages from 2014 to date during both storm events and on “blue sky” days.

AVOIDED OUTAGES (customers in 1000s)



The storm hardening program also included:



→ Redesign of two underground electrical networks in lower Manhattan, allowing operators to leave inland customers in service when the operators have to de-energize equipment to protect it from flooding.



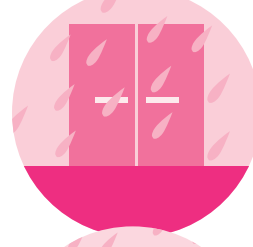
→ Installation of 1,000 easily detachable overhead electrical wire service connections, reducing damage to customers’ property and utility poles.



→ Installation of more than 850 submersible pieces of equipment.



→ Installation of more than 3.3 miles of flood walls around critical equipment in electric substations and steam generating stations.



→ Deployment of more than 3,500 expansive foam seals in conduits, and 270 watertight flood doors in electric substations and steam generating stations.



→ Replacement of 10 miles of older gas lines in flood prone areas.



Climate Change Adaptation Task Force Data Analysis

The City continues to collaborate with its more than 50 regional public and private partners to advance policies in support of regional infrastructure adaptation through the Climate Change Adaptation Task Force. The City also recently received funding from the Department of Homeland Security to work with Argonne National Laboratories to provide deeper, system-level analysis and understanding of interdependencies across infrastructure sectors. A full report on the task force’s activities is anticipated by end of 2017.



Meeting of the Climate Change Adaptation Task Force



Construction on the Sweet Brook Bluebelt Project in Staten Island that includes a new three mile storm sewer system collecting stormwater from local streets and directing it to a new wetland area.

Released Preliminary Climate Resiliency Design Guidelines which institutionalize resiliency across the City’s capital program by providing forward-looking climate data for use in all capital projects.

In 2017 the City has released Climate Resiliency Design Guidelines that ensure City buildings and infrastructure are designed to withstand hazards in a changing climate. By integrating forward-looking climate data into design, the guidelines will make the City’s built environment more resilient to sea level rise, coastal storms, increasing precipitation, and extreme heat.



National Grid Investments

Coming out of the National Grid rate case settlement, the City and National Grid launched a storm hardening collaborative aimed at examining climate impacts to the utility’s natural gas distribution infrastructure in February 2017. A full report is expected in early 2018.



Workers with National Grid installing new infrastructure.

Improving Telecommunications Resiliency

The City, through its Department of Information Technology and Telecommunications (DoITT) and its Telecommunications Planning and Resiliency Office, continues to work with the telecommunications sector to harden their networks and assets to withstand severe weather or other emergency events and strengthen the City’s support of mission-critical functions.

To advance sustainability and resiliency objectives, Verizon has initiated a project to reengineer the cooling systems in all of its more than 60 offices in New York City to eliminate the use of city water and to integrate more energy efficient equipment. These cooling systems are essential elements for the equipment that prevents water intrusion in underground cables, which reduces service outages. This project is expected to be complete by 2018.



New chilled water loop and pumps installed at their office in Ozone Park, Queens.



A hydrogen fuel cell, powered by methanol, sits atop a building on the East River overlooking lower Manhattan and Brooklyn.

To improve the resiliency of its cell sites, T-Mobile recently implemented a hydrogen fuel cell to provide up to 60 hours of backup power to one of its rooftop cell sites in lower Manhattan. The fuel cell was implemented following a coordinated effort by T-Mobile, DoITT, and various City agencies, including FDNY.



Initiative 1: Adapt the region's infrastructure systems

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
4.3.1A. Populate the City's backup data center with replication and backup of critical applications, and incorporate this data center into the continuity of operations plans for City agencies	DoITT	Completed / Funded	The City's backup data center is fully operational. Agencies continue to identify critical applications and work with DoITT to incorporate the applications into DoITT's Site B hosting and colocation service offerings.	› Complete builds requested and approved for additional agencies and applications	Completed	› Continue engaging agencies to identify critical applications and build out backup infrastructure as approved
				› Continue engaging agencies to identify critical applications and build out backup infrastructure	Completed	

Initiative 1: Adapt the region's infrastructure systems

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Utilities 1. Work with utilities and regulators to develop a cost-effective system upgrade plan to address climate risks	ORR	In Progress / Budget Neutral	Con Edison has completed its \$1 billion storm hardening program, with the exception of ongoing work at East 13th street substation, which is expected to be completed by the end of 2019. National Grid, as part of their 2016 rate case, has agreed to a storm hardening collaborative for its gas distribution system, which commenced in February 2017. A storm hardening collaborative with Long Island Power Authority (LIPA) is ongoing. The schedule of the Con Edison Climate Change Vulnerability Study is in process of revision because Public Service Commission (PSC) authorization for cost recovery for the study was not received until January 25, 2017.	› Work with LIPA/PSEG to develop a resiliency approach for the Rockaways	Completed	› Participate in the National Grid Storm Hardening Collaborative
				› Participate in National Grid rate case proceedings	Completed	
				› Con Edison to complete the first chapter of its climate change vulnerability study	Delayed	
Utilities 5. Work with utilities and the PSC to harden key electric transmission and distribution infrastructure against flooding	ORR	In Progress / Budget Neutral	As of end of 2016, Con Edison has completed its \$1 billion storm hardening program, which included investments to harden electric transmission and distribution infrastructure. LIPA has completed elevating critical equipment at three of the four substations in the Rockaways.	› Work with LIPA/PSEG to develop a resiliency approach for the Rockaways	Completed	› Continue to work with National Grid on their storm hardening collaborative
Utilities 6. Work with utilities and the PSC to harden vulnerable overhead lines against winds	ORR	In Progress / Budget Neutral	As of end of 2016, Con Edison has completed its planned investments to harden the overhead distribution system against wind impacts. LIPA expects to harden 9.25 circuit miles in the Rockaways against tree hazards in 2017.	› Continue to work with Con Edison and LIPA/PSEG to complete the hardening of overhead distribution	Completed	› Develop a plan to address any remaining sites that require hardening
				› Examine if any gaps remain once the hardening of overhead distribution is complete	Partially Complete	
Utilities 7. Work with utilities, regulators, and gas pipeline operators to harden the natural gas system against flooding	ORR	In Progress / Budget Neutral	Con Edison has completed its planned gas hardening investments through 2016. National Grid agreed to a storm hardening collaborative that commenced in February 2017. The associated working group will meet throughout 2017 and deliver recommendations in 2018.	› Participate in National Grid rate case proceedings	Completed	› Participate in the National Grid Storm Hardening Collaborative
				› Work with Con Edison and National Grid to further ensure the safety and resiliency of gas mains	Completed	



Initiative 1: Adapt the region's infrastructure systems

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Utilities 8. Work with steam plant operators and the PSC to harden steam plants against flooding	ORR	Completed / Budget Neutral	As of end of 2016, Con Edison's \$1 billion storm hardening program, which included investments to harden steam plants in NYC, is complete.	› Complete all generating station projects	Completed	
Utilities 12. Work with utilities and regulators to minimize electric outages in areas not directly affected by climate impacts	ORR	Completed / Budget Neutral	Through its three-year rate agreement, which was finalized in January 2017, Con Edison continues to make investments to ensure the reliability and resiliency of its system. This initiative is complete and the City will continue to work with utilities on this topic.	› Work with Con Edison and LIPA/PSEG to identify other opportunities to minimize electric outages	Completed	› Work with Con Edison and LIPA/PSEG to identify other opportunities to minimize electric outages
Liquid Fuels 9. Harden municipal fueling stations and enhance mobile fueling capability to support both City government and critical fleets	DCAS	Completed / Budget Neutral	The City has completed the main equipment purchase part of this initiative and now owns 1,240 emergency equipment units, including those expected in 2017. Installation of fuel terminals at DSNY is complete. The City is working to place the units into full production and operation.	› Complete generator and fuel truck orders and deliveries	Completed	› Receive all forklifts, which are final part of resiliency investment
				› Complete fuel system implementation at DSNY	Completed	
				› Activate the fuel system at DSNY, and elsewhere, if not in full production	Partially Complete	
Healthcare 2. Require the retrofitting of existing hospitals in the 500-year floodplain	ORR	In Progress / Budget Neutral	The City continues to work on strategies to retrofit large buildings such as hospitals.	› Complete the analysis of cost and benefits of reintroducing large building flood mandate legislation as it applies to hospitals and redraft proposed legislation as appropriate	Completed	› Implement strategies for updated large building flood protection policies related to hospitals
Healthcare 3. Support the NYC Health + Hospitals effort to protect public hospital emergency departments (EDs) from flooding	H+H	In Progress / Funded	Interior mitigation work is underway at Bellevue, Coney Island, Metropolitan, and Coler facilities, and design continues on increased resiliency measures at all four campuses. Repairs and reconstruction of the existing ED at Coney Island Hospital have been completed. Design and build of the new CSS building will include an elevated ED department.	› Finalize interim design plans for hardening of emergency department at Coney Island Hospital and begin construction	Partially Complete	› Advance design at Coler, Bellevue, and Metropolitan* › Begin site work at Coney Island Hospital*
Healthcare 5. Require the retrofitting of existing nursing homes in the 100-year floodplain	ORR	In Progress / Budget Neutral	The City continues to work on strategies to retrofit large buildings such as nursing homes. Additionally, the City is proceeding with evaluation of feasibility for emergency power upgrades for nursing homes in the floodplain.	› Complete cost-benefit analysis of large building flood mandate legislation as it applies to nursing homes and redraft proposed legislation as appropriate	Completed	› Implement strategies for updated large building flood protection policies related to nursing homes
Healthcare 6. Require the retrofitting of existing adult care facilities in the 100-year floodplain	ORR	In Progress / Budget Neutral	The City continues to work on strategies to retrofit large buildings such as adult care facilities. Additionally, the City is proceeding with evaluation of feasibility for emergency power upgrades for adult care facilities in the floodplain.	› Complete cost-benefit analysis of large building flood mandate legislation as it applies to adult care facilities and redraft proposed legislation as appropriate	Completed	› Implement strategies for updated large building flood protection policies related to adult care facilities
Healthcare 7. Support nursing homes and adult care facilities with mitigation grants and loans	DOHMH	In Progress / Partially Funded	The City, through DDC, has started design of the first group of eligible facilities. Work includes generator installation and electrical and structural upgrades at vulnerable locations. This work will allow the operation of critical systems during a power outage.	› Complete assessment of eligible facilities and begin the design process	Completed	› Complete design and work with FEMA to launch Phase II of the construction project



Initiative 1: Adapt the region's infrastructure systems

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Healthcare 8. Increase the air conditioning capacity of nursing homes and adult care facilities	NYCEDC	In Progress / Partially Funded	The City, through DDC, has started design of the first group of eligible facilities. Work includes generator installation and electrical and structural upgrades at vulnerable locations. This work will allow the operation of critical systems during a power outage.	› Complete assessment of eligible facilities and begin the design process	Completed	› Complete design and work with FEMA to launch Phase II of the construction project
Healthcare 9. Harden primary care and mental health clinics	DOHMH	Not Started / In Planning	The City continues to pursue funding to complete this initiative.	› Identify funding to complete this initiative	Delayed	› Dependent on available funding, develop a program to advance this initiative
Telecommunications 2. Establish new resiliency requirements for providers using scheduled renewals of the City's franchise agreements	DoITT	In Progress / Budget Neutral	DoITT has incorporated resiliency terms in various City contracts that are currently in negotiation or established.	› Develop proposals focused on resiliency for use in negotiating major franchise renewals that are up in 2020	Completed	› Develop proposals focused on resiliency for use in negotiating major franchise renewals that are up in 2020
				› Continue to negotiate for resiliency terms in other agreements as they are renewed or established in coming years	Completed	› Continue to negotiate for resiliency terms in other agreements as they are renewed or established in coming years
Telecommunications 4. Develop flood protection standards for placement of telecommunication equipment in buildings	ORR	In Progress / Budget Neutral	DoITT continues to work with telecommunication providers as they transition to fiber optic infrastructure.	› Continue to explore opportunities to improve the resiliency of telecommunication infrastructure in buildings	Completed	› Continue to explore opportunities to improve the resiliency of telecommunication infrastructure in buildings
Telecommunications 5. Use the DoITT franchise agreements to ensure hardening of all critical facilities	DoITT	In Progress / Budget Neutral	The City continued to monitor franchisee compliance with existing requirements, through site visits, outage reporting follow-up, and participation in the City's Climate Change Adaptation Task Force.	› Review resiliency status report submitted by PCS franchisee pursuant to its franchise agreement	Completed	› Request state of technology reports pursuant to franchise agreements
				› Continue TPRO site visits to observe resiliency measures at franchisee and other telecom providers' facilities serving the city	Completed	
Telecommunications 6. Work with cell providers to encourage hardening of cell sites	DoITT	In Progress / Budget Neutral	DoITT is representing the City on a working group led by CTIA, the wireless industry association and comprised of industry and select local government representatives, to discuss wireless network resiliency as part of a voluntary framework proposed by the wireless industry to the FCC. This voluntary framework was ultimately adopted by the FCC in December 2016.	› Update on the status of a wireless carrier's deployment of alternative fuel source option for backup power	Completed	› Continue working with wireless carriers to ensure cell sites and networks are hardened and resilient and assisting in clearing any barriers to implementation within the City to include ongoing communications and dialogue with City officials
				› Continue TPRO site visits to observe resiliency measures at wireless providers' facilities serving NYC	Completed	
Telecommunications 7. Study options to increase conduit infrastructure redundancy and resiliency	DoITT	In Progress / Budget Neutral	Dialogue with the city's conduit infrastructure providers is ongoing. The City received conduit maps from one provider in early 2017; maps from the other conduit provider are still pending format or an update to the provider's database.	› Collect conduit maps from all conduit infrastructure providers	Partially Complete	› Explore further options, based on maps and information provided, for improving the availability and redundancy of conduit in the city
				› Work with ECS to ensure that its inventory and management tools allow the City to track and monitor availability and effective use of spare conduit	Completed	



Initiative 1: Adapt the region's infrastructure systems

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Transportation 1. Reconstruct and resurface key streets damaged by Sandy	NYCDOT	In Progress / Funded	The City completed FEMA-funded street reconstruction contracts in Queens, Staten Island, Brooklyn, and Manhattan. One FEMA funded citywide resurfacing project has been completed.	› Begin resurfacing work through three contracts funded by FHWA and FEMA in all five boroughs	Partially Complete	› Start construction on eight additional FEMA and FHWA funded street reconstruction projects in Brooklyn, Manhattan, Queens, and Staten Island* › Start construction of two FEMA and FHWA funded Citywide street resurfacing projects
Transportation 2. Integrate climate resiliency features into future capital projects	NYCDOT	In Progress / Budget Neutral	The City has incorporated resiliency features into street reconstruction projects in flood prone areas. Design elements include: raising roadway grades to reduce flooding, strengthening roadway subgrades, using flexible pavements, and implanting retaining walls, sheet piles, or larger sized rip-rap for protection of street ends from wave action.	› Consult and coordinate with agency partners on how to further incorporate resiliency features into DOT's Street Design Manual	Completed	› Begin incorporating resiliency features into DOT's Street Design Manual*
Transportation 4. Protect NYCDOT tunnels in Lower Manhattan from flooding	NYCDOT	In Progress / Funded	The City has conducted research on alternative solutions to the inflatable water balloons that require less lead time to deploy. The City is considering issuing a request for proposals for an alternate system.	› Study more permanent measures to protect tunnel portals and ventilation structures in conjunction with the Lower Manhattan Coastal Resiliency project	Completed	› Present conceptual designs of a lower Manhattan flood control system to FHWA for possible funding
Transportation 5. Install watertight barriers to protect movable bridge machinery	NYCDOT	In Progress / Funded	The movable bridge contract is underway and several of the City's movable bridges have been returned to full service. Work is scheduled to be complete by the end 2017.	› Repairs to Metropolitan Avenue Bridge substantially completed	Completed	› Repair to remaining 12 movable bridges substantially completed
Transportation 6. Protect Staten Island Ferry and private ferry terminals from climate change-related threats	NYCDOT	In Progress / Funded	Work on preliminary design at the Staten Island Ferry terminal is proceeding with a Final Protection Recommendations Report due in Spring 2017.	› Scoping and preliminary design for flood proofing protective measures	Partially Complete	› Complete review of the options provided in the scoping and preliminary design report and proceed with initiation of final design
Transportation 7. Integrate resiliency into planning and project development	NYCDOT	In Progress / Budget Neutral	DOT continues to coordinate with ORR, DDC, and other agency partners on developing strategies for protecting streets in vulnerable areas.	› Consult and coordinate with agency partners on how to further incorporate resiliency features into DOT's Street Design Manual	Partially Complete	› Develop adaptation strategies with other NYMTC members
Transportation 8. Call on non-City agencies to implement strategies to address climate change threats	ORR	Completed / Call for Action	This initiative was completed in 2016 and has ongoing related work. The City continues to work with MTA and PANYNJ through the Climate Change Adaptation Task Force	› Continue coordination with the MTA and PANYNJ	Completed	› Continue coordination with the MTA and PANYNJ
Transportation 9. Plan for temporary transit services in the event of subway system suspensions	NYCDOT	In Progress / Budget Neutral	DOT conducted annual updates of its Coastal Storm, Snow, and Continuity of Operations plans.	› Revise Coastal Storm and Snow plans on an annual basis	Completed	› Revise Coastal Storm and Snow plans on an annual basis
Transportation 10. Identify critical transportation network elements and improve transportation responses to major events through regular resiliency planning exercises	NYCDOT	In Progress / Budget Neutral	DOT held Coastal Storm, Continuity of Operations, and Go Team evacuation plan exercises.	› Hold annual tabletop exercise	Completed	› Hold annual tabletop exercise



Initiative 1: Adapt the region’s infrastructure systems

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Transportation 11. Develop standard plans for implementing High- Occupancy Vehicle (HOV) requirements	NYCDOT	In Progress / Funded	DOT’s Transit Strike Plan includes an HOV contingency plan. In addition, as part of the planning for the 2018 closure of the L train tunnel under the East River, DOT and the MTA are analyzing potential HOV restrictions on East River crossings.	› Update and implement HOV restrictions and other traffic management strategies annually as part of the Coastal Storm and Snow plans review process	Completed	› Update and implement HOV restrictions and other traffic management strategies annually as part of the Coastal Storm and Snow plans review process
Transportation 13. Construct new ferry landings to support private ferry services	EDC	In Progress / Funded	As part of Citywide Ferry Service, barge fabrication is being completed on Staten Island at May Ship Repair and new permits are being processed for the marine construction of the new Citywide Ferry landings. Additionally, EDC is in ongoing discussion with the Request for Expressions of Interest (RFEI) respondents about a possible St. George route.	› Construct and fit out barges for landings	Partially Complete	› Launch the 2017 routes for public Citywide Ferry Service (Rockaway, South Brooklyn, and Astoria)
				› Complete Environmental Impact Statement (EIS), obtain permits, and install landings for the 2017 routes (Rockaway, South Brooklyn, and Astoria)	Partially Complete	› Install landings for the 2018 routes for public Citywide Ferry Service (Lower East Side and Soundview)
Transportation 14. Deploy the Staten Island Ferry’s Austen Class vessels on the East River Ferry and transportation disruptions	NYCDOT	In Progress / Funded	EDC is in the process of procuring a designer and will release a design RFP in the coming months. All CP requests for design funds have been submitted to OMB.	› Procure for a design consultant	Partially Complete	› Design all landing upgrades and procure a contractor for construction
Transportation 17. Expand the network of bus priority strategies on arterial highways	NYCDOT	Completed / Call for Action	The City continues to support the concept of an extended HOV/bus lane on the Long Island Expressway (LIE) and encourages the New York State Department of Transportation, which has jurisdiction over the highway, to proceed with the project.	› Develop a concept of operations for an extended HOV/bus lane on the LIE, in coordination with the State	Delayed	
Transportation 18. Expand ferry services in locations citywide	EDC	In Progress / Funded	Hornblower, the Citywide Ferry Service operator launched a website that contains information about: Citywide Ferry vessel construction, new Citywide Ferry routes, and ticketing and vessel amenities for ferry passengers. Citywide Ferry Service is on schedule for the launch of the first phase this summer. It was always intended that the 2016 milestones listed here would continue into 2017 as per the project’s construction schedule. The EIS was completed July 2016 and permit applications are in process for new ferry landing locations.	› Construct and fit out barges for landings	Partially Complete	› Launch the 2017 routes (Rockaway, South Brooklyn, and Astoria)
				› Complete EIS, obtain permits, and install landings for the 2017 routes (Rockaway, South Brooklyn, and Astoria)	Partially Complete	› Install landings for the 2018 routes (Lower East Side and Soundview)
Parks 1. Restore city beaches	DPR	In Progress / Funded	The Rockaway Boardwalk from Beach 19th to Beach 126th Streets is on schedule to complete construction by Memorial Day 2017. DPR removed shoreline hazards consisting of six deteriorated wooden groins along Rockaway Beach (Beach 27th to Beach 39th). As originally planned, rebuilding of the last section is underway and will open on time for the 2017 summer beach season.	› Rebuild the Rockaway Boardwalk from Beach 19 Street to Beach 39 Street in Fall and Winter of 2016	Partially Complete	› Complete all construction of Rockaway Boardwalk by Memorial Day 2017



Initiative 1: Adapt the region’s infrastructure systems

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Parks 4. Expand the City’s greenstreets plan, including for Jamaica Bay	DPR	In Progress / Funded	DPR initiated the design of the 60 green infrastructure sites and the design will be completed in early 2017. DPR also completed the 90% design for Coney Island Coastal Resilience Greenstreets Project and the construction is anticipated to start in mid 2017.	› Design the first phase of sites identified in 2015 study of parkland opportunities, approximately 60 parks	Completed	› Continue to develop designs for sites in 2015 study of parkland opportunities*
				› Award contract for Brighton Beach (Department of the Interior’s (DOI) National Fish and Wildlife Foundation (NFWF) Coney Island Coastal Resilience Greenstreets Project)*	Delayed	› Re-bid and award contract for Brighton Beach (DOI NFWF Coney Island Coastal Resilience Greenstreets Project)
Parks 5. Fortify marinas and piers	DPR	In Progress / In Planning	A draft of design guidelines is complete and is undergoing a second round of partner agency reviews. DPR coordinated with National Grid to remove and reconstruct five DPR marinas in Paerdegat Basin, Midget Squadron Yacht Club, Diamond Point Yacht Club, Paerdegat Squadron Yacht Club, Sebago Canoe Club, and the former Canarsie Adolescent Recreational Program (CARP) sites had all pilings, docks, gangways, etc. fully removed and replaced. National Grid was required to perform this work as remediation for the natural gas spill they had in the basin in 2012. In addition to now being ADA-accessible, the rebuilt marinas are far more robust and resistant to heavy weather events than the structures that were there before this work. Construction for 79th Street Boat Basin Dock A Reconstruction has been completed in June 2016.	› Release design guidelines	Partially Complete	› Incorporate design guidelines in the design of new and rehabilitated shoreline parks › Release design guidelines
Parks 6. Relocate or increase the resiliency of playgrounds and athletic fields	DPR	Completed / Funded	DPR has continued to assess and upgrade playgrounds and athletic fields including the Rockaway Beach Shorefront Parkway Handball Courts, Wolfe’s Pond Park, Buono Beach, Midland Beach, Ferry Point Park, Vietnam Veteran’s Memorial, and Schmul Park. While this initiative is completed, DPR will continue to explore resiliency measures for all its assets.	› Continue to assess and upgrade DPR marinas and piers, as funding is made available	Completed	› Secure funding for rebuilding of World’s Fair Marina
Parks 7. Protect mechanical systems at major park facilities and buildings	DPR	Completed / Funded	DPR has continued to upgrade mechanical systems at major parks facilities and buildings, such as the New Dorp Center, and Inwood Hill Nature Center. The 2016 and 2017 milestones for this project erroneously listed marinas and piers, which are covered in SIRR initiative Parks 5. They have been corrected here.	› Continue to assess and upgrade mechanical systems at major park facilities and buildings, as funding is made available*	Completed	› Continue to assess and upgrade mechanical systems at major park facilities and buildings, as funding is made available*
Parks 8. Move or protect critical operations centers	DPR	Completed / Funded	DPR has completed protection of its primary critical operation centers, and continues to look for opportunities to improve resiliency across its portfolio.	› Continue to work towards flood protection and upgrades of critical operations centers, as funding is made available	Completed	› Continue to work towards flood protection and upgrades of critical operations centers, as funding is made available
Parks 9. Work with the Federal government to transform Jamaica Bay	DPR	Completed / Budget Neutral	The City established and participates in the Science and Resilience Institute at Jamaica Bay. The City has also participated in the Jamaica Bay-Rockaway Parks Conservancy.	› Establish board structure	Completed	



Initiative 1: Adapt the region’s infrastructure systems

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Parks 10. Increase the health and resiliency of natural areas, including Tibbetts Brook	DPR	In Progress / Funded	Planning started for Tibbetts Brook Daylighting project in August 2016. The Vernal pool at Alley Pond has been under construction and will be finished in 2017. In 2016, DPR kicked off the development of Harlem River watershed and added a dedicated staff member to the project. It held one community meeting, convened a Watershed Advisory Committee (WAC) for the plan, established the plan vision and watershed goals, and began characterization of existing conditions. The Salt Marsh Condition/ Vulnerability Report draft has been completed and is pending for release to the public. Construction of salt marsh and adjacent forest was initiated for Spring Creek. The Seasonal Monitoring for Shoreline Erosion Protocol has been completed and analyzed for the Rockaways. The study for Staten Island is underway. DPR received approval from DEC to request a fish stocking permit; 86 American eels used the eel passage and were released north of the dam, into freshwater habitat. Additionally, the aforementioned fishways received support and training in collaboration with the Bronx River Alliance and other community partners.	› Launch planning effort for Tibbetts Brook daylighting	Completed	› Continue to develop conceptual plan for Tibbetts Brook daylighting*
				› Construct and plant vernal pool at Alley Pond	Partially Complete	› Complete construction and plant vernal pool*
				› Initiate Harlem River Watershed Plan	Completed	› Initiate construction of salt marsh for Sunset Cove*
				› Draft plan of North Shore planning study for Staten Island	Completed	› Initiate construction of salt marsh and adjacent forest for Sunset Cove, Spring Creek, and the Wetland Mitigation Bank
				› Complete final report on salt marsh condition and vulnerability	Partially Complete	› Publish final report
				› Complete and analyze first full year of seasonal monitoring for shoreline erosion protocol	Completed	› Continue to develop and refine seasonal monitoring for shoreline erosion protocol*
				› Complete restoration of three acres of freshwater wetlands	Completed	› Open fishway and redeploy the eel pass and monitor › Manage and provide training at these fishways in collaboration with Bronx River Alliance and other community partners
Water and Wastewater 2. Harden pumping stations	DEP	In Progress / Funded	In 2016, DEP entered into an agreement with the New York State Environmental Facilities Corporation's Storm Mitigation Loan Program to support the hardening of pump stations throughout the City. DEP continues to coordinate proposed resiliency measures with existing capital projects to identify potential areas of scope overlap.	› Begin design and advance agreement with the New York State Environmental Facilities Corporation's Storm Mitigation Loan Program for all 43 qualifying projects, including 29 at pumping stations and 14 at wastewater treatment plants	Partially Complete	› Begin procurement of construction contracts for hardening projects*
Water and Wastewater 3. Harden wastewater treatment plants	DEP	In Progress / Funded	To date, DEP has issued seven design assignments for resiliency projects at four wastewater treatment plants. These projects include the replacement of damaged conduit and wiring, the raising of electrical equipment, the installation of static barriers to block flood pathways, and the installation of submersible equipment.	› Begin design and advance agreement with the New York State Environmental Facilities Corporation's Storm Mitigation Loan Program for all 43 qualifying projects, including 29 at pumping stations and 14 at wastewater treatment plants	Partially Complete	› Begin procurement of construction contracts for hardening projects*
Water and Wastewater 8. Reduce combined sewer overflows (CSOs) with green infrastructure	DEP	In Progress / Funded	DEP continued progress in its green infrastructure program as part of a \$1.5 billion commitment by 2030. DEP has worked with various City agencies to identify opportunities for green infrastructure retrofits on publicly owned properties around the city. As of April 2017, 11 sites on publicly owned property are constructed, seven are in construction, and more than 200 are under consideration.	› Start construction or fully complete construction on over 2,600 right-of-way green infrastructure projects	Completed	› Submit remaining three long-term control plans by December 2017 pursuant to the current CSO Order
				› Submit first two long-term control plans, which are due at the end of June 2016 pursuant to the current CSO Order	Completed	



Initiative 1: Adapt the region's infrastructure systems

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Water and Wastewater 9. Reduce combined sewer overflows with high-level storm sewers citywide	DEP	In Progress / Funded	DEP has increased the high-level storm sewer program to 15 active projects (five in Southeast Queens and ten outside of Southeast Queens). Five of the projects are currently in construction.	› Start construction on four high-level storm sewer projects at a total cost of \$130M	Completed	› Start construction on two high-level storm sewer projects*
Solid Waste 1. Harden critical City-owned facilities	DSNY	Completed / Funded	This initiative was completed in 2016 and has ongoing related work.	› Continue to incorporate resiliency measures in repairs and capital projects	Completed	› Continue to incorporate resiliency measures in repairs and capital projects
Solid Waste 2. Work with third-party owners to protect critical assets and networks	DSNY	Completed / Budget Neutral	This initiative was completed in 2016 and has ongoing related work.	› Continue to monitor and support third-party owners	Completed	› Continue to monitor and support third-party owners
Brooklyn-Queens Waterfront 3. Implement strategies to protect Brooklyn Bridge Park and DUMBO	Brooklyn Bridge Park Corporation	In Progress / Funded	Brooklyn Bridge Park (BBP) is near completion of the renovation of the Pier 5 uplands, which is set to open to the public Summer 2017. Renovation consisted of sound attenuating berm, elevated landscape and lawn, rain garden swale, construction of a community boathouse which will provide public restrooms, and a new maintenance and operations facility for BBP staff.	› Begin renovation of the Pier 5 uplands with sound attenuation berm, elevated landscape and lawns, rain garden swale, and rip rap East River revetment	Completed	› Complete landscaping for Pier 3 with resilient landscape, a hard surface flexible event space, hedge labyrinth, and lawn › Finalize design of the Pier 2 Uplands and begin planning for Brooklyn Bridge Plaza
East and South Shores of Staten Island 3. Implement and expedite roadway and sewer capital projects along Hylan Boulevard, especially in vulnerable South Shore areas	NYCDOT	In Progress / Funded	DOT has multiple FEMA and FHWA funded resurfacing segments in the area that are already completed or will be completed in 2017. DOT street reconstruction projects include two area-wide state of good repair projects in South Beach and New Dorp Beach, two FHWA funded projects on Father Capodanno Boulevard, two FEMA funded projects to repair multiple coastal streets and street ends, and a HUD funded project on Hylan Boulevard.	› Start construction on work in South Beach area	Completed	› Start construction on up to three projects in the South Shore area
East and South Shores of Staten Island 4. Call on and work with the MTA to create an implementation plan for the relocation of Richmond Valley SIR station to Page Avenue	EDC	Completed / Funded	The MTA opened the new Arthur Kill station, the first new Staten Island Railway (SIR) station built by the MTA since the private rail line was incorporated into the MTA network in 1971.	› Open new SIR station	Completed	
East and South Shores of Staten Island 5. Study potential new ferry routes serving Staten Island and issue a Request for Expressions of Interest (RFEI) to gauge market interest	EDC	In Progress / In Planning	EDC is in ongoing discussion with the RFEI respondents.	› Continue working with St. George RFEI respondents to determine the feasibility of implementation	Completed	› Continue working with St. George RFEI respondents to determine the feasibility of implementation



Initiative 1: Adapt the region's infrastructure systems

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
East and South Shores of Staten Island 7. Launch the first capital project for the Mid-Island Bluebelt in Midland Beach	DEP	Completed / Funded	This initiative was completed in 2016 and has ongoing related work. Best Management Practice (BMP) structures in the first Mid-Island Bluebelt project are currently under construction. Design was completed for the second capital project in the Mid-Island Bluebelt, Last Chance Pond.	› Start design on the second capital project in the Mid-Island Bluebelt, Last Chance Pond, which will cost over \$71M to construct BMPs NC-11 and NC-12, and install storm and sanitary sewers and new water mains	Completed	› Complete construction on the first Mid-Island Bluebelt project at a cost of \$223M › Start construction on the second Mid-Island Bluebelt project, Last Chance Pond › Start construction on second Mid-Island Bluebelt Project (Last Chance Pond)
East and South Shores of Staten Island 10. Create a comprehensive revitalization plan for Great Kills Harbor to increase resiliency and to draw additional investment	EDC	Re-considered / In Planning	The City will explore opportunities for the Great Kills Harbor area as part of its ongoing work with the NPS and the USACE.	› Continue to identify funding opportunities for this project	Re-considered	
East and South Shores of Staten Island 11. Create a strategic plan for public recreational land, including the beachfront recreation areas and open space	EDC	In Progress / Budget Neutral	DPR has finished the Shoreline Parks Plan as originally proposed. Building on that work, DPR is undertaking a second phase of planning that will support the ongoing work of the U.S. Army Corps of Engineers (USACE) in Staten Island.	› Complete Shoreline Parks Plan	Completed	› Advance Phase 2 of the Shoreline Parks Plan
South Queens 5. Build a new multi-specialty ambulatory surgical center on the Rockaway Peninsula	NYCEDC	In Progress / Funded	The Rockaway Beach Medical Arts Complex closed on Industrial Development Agency benefits in 2016 and is now under construction.	› Begin construction	Completed	› Continue construction
South Queens 6. Expand ferry service to the Rockaway peninsula	NYCEDC	In Progress / Funded	Following an extensive round of public outreach, the Rockaway shuttle route serving residents who live east and west of the Beach 108th Street ferry landing was extended to Beach 35th street on the east and to Beach 169th Street on the west during weekdays. Shuttle service will begin May 1st.	› Install needed landing for Rockaway route	Completed	› Launch Rockaway route
Southern Brooklyn 12. Complete planned drainage improvements in Coney Island to mitigate flooding	DEP	In Progress / Funded	DEP completed phase 1 of construction of new water and sewer infrastructure along West 15th Street in March 2017. DEP has also initiated phase 2A and 2B construction of new water and sewer infrastructure along Stillwell Ave, as well as West 21st Street.	› Complete Phase 1	Delayed	› Complete design for Phase 3A and start construction on Phase 3B (Coney West Project)*
				› Start construction on Phase 2B	Completed	› Complete Phase 2A
Southern Brooklyn 13. Provide technical assistance to support Sea Gate in repairing Sandy-damaged infrastructure	ORR	Completed / Budget Neutral	ORR works closely with the Sea Gate Association and provides technical support in their conversations with both New York State and FEMA.	› Continue collaboration with the Sea Gate community	Completed	



Initiative 2: Adopt policies to support infrastructure adaptation

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Utilities 2. Work with utilities and regulators to reflect climate risks in system design and equipment standards	ORR	In Progress / Budget Neutral	Con Edison has completed its \$1 billion storm hardening program. Con Edison, through its 3-year rate agreement that was finalized in January 2017, was reauthorized to commence a climate change vulnerability study, which kicked off in February 2017. National Grid commenced a storm hardening collaborative with the City in February 2017. The City continues to work with infrastructure owners including utilities through the Climate Change Adaptation Task Force.	› Continue to work with utilities through the Climate Change Adaptation Task Force	Completed	› Continue to work with utilities through the Climate Change Adaptation Task Force, regulatory processes and through regular meetings
Utilities 4. Work with power suppliers and regulators to harden key power generators against flooding	ORR	In Progress / Budget Neutral	The City continues to work with in-city power generators through the Climate Change Adaptation Task Force while exploring other means to incentivize hardening.	› Continue to work with power generators through the Climate Change Adaptation Task Force	Completed	› Identify work plan to address remaining gaps
Utilities 9. Work with industry partners, New York State, and regulators to strengthen New York City's power supply	ORR	In Progress / Budget Neutral	The City participates in various Public Service Commission (PSC)-related transmission proceedings to advocate for sufficient transmission to bring large-scale renewable resources to NYC, including most recently the AC Transmission proceeding to mitigate the constraints in the UPNY/SENY interface.	› Continue to explore other opportunities to expand and diversify transmission and power generation sources	Completed	› Continue to explore other opportunities to expand and diversify transmission and power generation sources
Utilities 11. Work with Con Edison and the PSC to develop a long-term resiliency plan for the electric distribution system	ORR	In Progress / Budget Neutral	Con Edison, through its 3-year rate agreement that was finalized in January 2017, was reauthorized to conduct a climate change vulnerability study, which restarted in February 2017 and is intended to inform long-term system resiliency.	› Reduce load by anticipated goal of 12 MW through the Brooklyn Queens Demand Management project	Completed	› Complete first chapter of Con Edison climate change vulnerability study*
				› Continue to participate in REV proceedings	Completed	
Utilities 13. Work with utilities and regulators to implement smart grid technology to assess system conditions in real time	ORR	Super-seded	Superseded by Vision 3, Initiative 3.1.1D Adopt smart grid technologies and reduce transmission bottlenecks	› Participate in Con Edison rate case proceedings	Completed	
Utilities 14. Work with utilities and regulators to speed up service restoration for critical customers via system configuration	ORR	In Progress / Budget Neutral	Con Edison has implemented a comprehensive electronic damage assessment capability, facilitating faster service restoration. Long Island Power Authority (LIPA) plans to install 16 (out of a total of 24) automatic switches in the Rockaways in 2017.	› Work with Con Edison and LIPA/PSEG to ensure timely restoration of power to critical customers	Completed	› Work with Con Edison and LIPA/PSEG to ensure timely restoration of power to critical customers
Utilities 15. Work with utilities and regulators to speed up service restoration via pre-connections for mobile substations	ORR	Completed / Budget Neutral	Con Edison has finalized technical specifications and will procure in 2017.	› Participate in Con Edison rate case proceedings	Completed	› Finalize Con Edison rate case plan



Initiative 2: Adopt policies to support infrastructure adaptation

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Utilities 17. Work with utilities and regulators to strengthen the in-city gas transmission and distribution system	ORR	In Progress / Budget Neutral	Con Edison and National Grid have developed their leak prone pipe replacement work plan for 2017. This program will strengthen in-city transmission and distribution systems. Further study of the resiliency of the National Grid and Con Edison systems will be done through the Storm Hardening Collaborative and potentially through the Con Edison Climate Change study.	› Commence study to better understand the constraints, resiliency, and safety issues related to the in-city gas transmission and distribution systems	Re-considered	› Participate in the National Grid Storm Hardening Collaborative*
				› Continue to coordinate with the utilities on joint bidding program	Completed	
Utilities 19. Work with utilities and regulators to expand citywide demand response programs	ORR	Completed / Budget Neutral	This initiative was completed in 2016 and has ongoing related work. The City filed comments in support of New York Independent System Operator's (NYISO) distributed energy resources roadmap. The City also filed comments in support of Federal Energy Regulatory Commission's (FERC) notice of proposed rulemaking to remove barriers for the participation of energy storage and distributed energy resources in wholesale energy, capacity, and ancillary services markets.	› City to support full implementation of NYISO's demand response program	Completed	› Evaluate and determine whether updated demand response goals are needed
Utilities 21. Work with public and private partners to scale up distributed generation (DG) and micro-grids	ORR	Super-seeded	Superseded by Vision 3, Initiative 3.11E on "Expand Decentralized Power" and 3.11B "Support the Development of Renewable Power Resources." This project was completed in 2016 and has ongoing related work as covered in Vision 3.	› Administer the first set of Solarize NYC campaigns	Completed	
				› Continue to work to streamline the solar permitting process	Completed	
Utilities 22. Incorporate resiliency into the design of City electric vehicle initiatives and pilot storage technologies	ORR	Completed / Budget Neutral	This initiative was completed in 2016 and has ongoing related work. CUNY has continued developing a vehicle-to-grid (V2G) pilot with a resilient solar installation at Queens College with NRG Energy Inc. and the New York State Energy Research and Development Authority (NYSERDA), as part of a U.S. Department of Energy's Sustainable and Holistic Integration of Storage and Solar PV (SHINES) program grant. DCAS kicked off construction of a 100 kW/400 kWh vanadium redox flow battery at Jacobi Hospital and a 50 kW/200 kWh fused iron battery demonstration at Queens Hospital.	› Continue to participate in the NYSEERDA study	Completed	
Utilities 23. Improve backup generation for critical customers	NYCEM	Completed / Funded	The City has completed the main equipment purchase part of this initiative and now owns 1,240 emergency equipment units.	› Receive remaining orders for emergency generators	Completed	
Liquid Fuels 1. Call on the federal government to convene a regional working group to develop a fuel infrastructure hardening strategy	ORR	Completed / Call for Action	This project was completed in 2016 and has ongoing related work. The ongoing work will be superseded by SIRR initiative Liquid Fuels 2.	› Work with NY State and the Department of Homeland Security to complete data collection and initial analysis as part of a regional resiliency assessment program focused on liquid fuel supply chain	Completed	› Complete the Department of Homeland Security regional resiliency assessment for liquid fuels
				› Release Columbia report on enhancing situational awareness for fuel supply chain resiliency	Completed	



Initiative 2: Adopt policies to support infrastructure adaptation

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Liquid Fuels 2. Develop a reporting framework for fuel infrastructure operators to support post-emergency restoration	ORR	In Progress / Funded	The City continues to work with fuel stakeholders through the Climate Change Adaptation Task Force and through the U.S. Department of Homeland Security regional resiliency assessment of the fuel supply chain. The City has also started developing a fuel dashboard to track City-owned fuel inventories.	<ul style="list-style-type: none"> › Work with NY State and the Department of Homeland Security to complete data collection and initial analysis as part of a regional resiliency assessment program focused on liquid fuel supply chain › Release Columbia report on enhancing situational awareness for fuel supply chain resiliency 	Completed	› Complete the Department of Homeland Security regional resiliency assessment for liquid fuels
Liquid Fuels 3. Work with Buckeye and New York State to safely build pipeline booster stations in New York City to increase supply and withstand extreme weather events	ORR	In Progress / Budget Neutral	Buckeye and the City continue to explore opportunities to enhance resiliency of their pipeline system.	› Continue to explore opportunities with Buckeye and NY State to enhance resiliency of the fuel supply	Completed	› Continue to explore opportunities with Buckeye and NY State to enhance resiliency of the fuel supply
Liquid Fuels 5. Ensure that a subset of gas stations and terminals have access to backup generators in case of widespread power outages	NYCEM	Completed / Budget Neutral	NYSERDA has selected the gas stations that will receive back-up power. Generator installation will be finished in 2017.			
Liquid Fuels 7. Call on New York State to modify price gouging laws and allow flexibility of gas station supply contracts to increase fuel availability during disruptions	ORR	Completed / Budget Neutral	The City continues to work with NYSERDA to ensure the sufficient availability of fuel during disruptions including through successful initiatives such as Fuel NY and the NYSERDA downstate gasoline reserve in Long Island.	› Coordinate with relevant State agencies on regulatory options and considerations to achieve this initiative	Completed	› Call on relevant State agencies to implement regulatory modifications as appropriate*
Parks 2. Harden or otherwise modify shoreline parks and adjacent roadways to protect adjacent community	DPR	In Progress / Budget Neutral	DPR has awarded the construction contract for the Bronx River Shoreline Restoration at Starlight Park and the construction will start in Spring 2017. Draft of design guidelines is complete and is undergoing a second round of partner agency reviews.	› Release design guidelines	Partially Complete	<ul style="list-style-type: none"> › Incorporate design guidelines in the design of new and rehabilitated shoreline parks › Release design guidelines
Parks 3. Reinforce or redesign bulkheads in coastal parks	DPR	In Progress / Funded	NYCEDC completed an update and expansion of the Waterfront Inspection guidelines manual in June 2016. A draft of design guidelines is complete and is undergoing second round of partner agency reviews.	› Release design guidelines	Completed	<ul style="list-style-type: none"> › Incorporate design guidelines in the design of new and rehabilitated shoreline parks › Release design guidelines
				› Continue to inspect waterfront parks and make repairs at newly identified sites	Completed	› Continue to inspect waterfront parks, including Harlem River Drive (135-145th Streets), Faber Park, Astoria Park, Fort Washington, Inwood Hill Park, and Whitey Ford Field*



Initiative 2: Adopt policies to support infrastructure adaptation

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Parks 14. Quantify the benefits of the city's ecosystems and green infrastructure	DPR	In Progress / Budget Neutral	DPR completed the first draft of the Infrastructure Adaptation/Ecosystem Benefits Study and is in the process of finalizing the document.	› Complete overall ecosystem benefits study	Partially Complete	› Publish and release report
Parks 15. Create climate adaptation plans for all parks in the 100-year floodplain	DPR	In Progress / Funded	Draft of design guidelines is complete and is undergoing second round of partner agency reviews.	› Release design guidelines	Partially Complete	› Incorporate design guidelines in the design of new and rehabilitated shoreline parks
				› Continue to assess and upgrade DPR marinas and piers, as funding is made available	Completed	
Parks 16. Map the city's overhead utilities and street trees	DPR	Completed / Funded	Trees Count data collection was completed along with quality control of the data. The information is publicly available and DPR has communicated the data to Con Edison for inclusion in their vegetation management strategy.	› Complete the Trees Count data collection	Completed	› Complete the Trees Count data analysis*
Environmental Protection and Remediation 2. Develop a catalogue of best practices for storing enclosed hazardous substances in the 100-year floodplain	ORR	In Progress / Funded	Work on the Resilient Industry Study is ongoing. Since April 2016, DCP has completed an analysis of resiliency measures for prototypical industrial sites and presented these strategies and draft policy recommendations at the final meeting of the Resilient Industry Technical Advisory Committee. DCP has also retained the services of a cost estimation consultant to provide additional insight into proposed industrial resiliency measures. The study will be released in Summer 2017.	› Complete Resilient Industry Study	Partially Complete	› Implement recommendations from the Resilient Industry Study › Complete Resilient Industry Study
Food Supply 1. Study the food distribution system to identify other prospective vulnerabilities	ORR	Completed / Funded	The City, through ORR and EDC, conducted an extensive analysis of how food is distributed through New York City. The Food Flow report can be found online via EDC's website, and its findings are informing ongoing food distribution system resiliency work led by ORR. Working group topics include power and flood resiliency and small-business preparedness.	› Work with NY State and the Department of Homeland Security to complete a regional resiliency assessment program focused on the supply chain for critical commodities	Completed	
				› Complete food supply resiliency study	Completed	
Food Supply 2. Expand upon prior energy studies, to explore options for cost-effective, continuous power for the Hunts Point Food Distribution Center	EDC	In Progress / Funded	The City kicked off the feasibility study for the Hunts Point Resiliency project in July 2016. The feasibility study is on time. The project team completed the existing conditions analysis, risk and vulnerability assessment, and screened project technologies. The City is currently evaluating feasibility of resilient energy and flood risk reduction project options. The City's preferred project will be submitted to HUD by June 1, 2017 as per HUD's timeline, and a final pilot project is expected to be approved by HUD in early 2018.	› Conduct feasibility study and identify preferred resilient energy pilot project	Partially Complete	› Complete the study, and secure funds for implementation › Secure permits and break ground on initial project elements › Receive Action Plan Amendment approval from HUD



Initiative 2: Adopt policies to support infrastructure adaptation

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Food Supply 4. Call on the State legislature to pass City-sponsored legislation mandating electric generators for food retailers Food Supply	NYCEM	Super- seded	While NYCEM included this issue again on its legislative agenda, this legislative strategy was not conclusive. Discussion of this topic is now being included under the working group formed upon completion of the food distribution study. See 4.3.2.SIRR.1.1K for more information.	› Pursue legislation with the State	Completed	
Food Supply 5. Continue to support the FRESH program to increase the number of full-line grocers in underserved neighborhoods	EDC	In Progress / Funded	Since April 2016, two new stores opened in the Bronx and three stores were approved for FRESH benefits. The two new stores represent approximately 45,000 square-feet of new supermarket space and 150 full-time equivalent new jobs. Three new FRESH projects were approved during this time, including a financial incentives project in Cypress Hills, a zoning incentives project in East Harlem and a zoning incentives project in Bedford-Stuyvesant. The new projects will support the creation of approximately 46,000 square-feet of supermarket retail across the city.	› Open four additional approved projects for business	Partially Complete	› Approve additional projects for FRESH benefits and open approved stores*
Brooklyn-Queens Waterfront 6. Implement planned upgrades to vulnerable City-owned, industrial properties	EDC	In Progress / Funded	EDC released an RFP for design services for a flood gate system at Brooklyn Army Terminal (BAT) and is working toward executing a contract with the vendor.	› Release RFP for design services to install a flood gate system at BAT	Completed	› Secure FEMA funding approval and advance implementation for flood gates at BAT
Brooklyn-Queens Waterfront 8. Call for the MTA to explore Red Hook-Lower Manhattan bus connections	EDC	In Progress / Funded	The Red Hook ferry landing will be located in Atlantic Basin, a location that was strongly favored by residents in the community who identified this area as centrally located for the Red Hook community.	› Construct and fit out barges for landings	Partially Complete	› Launch South Brooklyn Route of the Citywide Ferry Service, including Red Hook landing
			An Environmental Impact Study (EIS) was completed July 2016, and permit applications are in process for new ferry landing locations.	› Complete EIS, obtain permits, and install landings for the 2017 routes, including South Brooklyn	Partially Complete	› Continue roll-out of Citywide Ferry Service





Goal: Coastal Defense

Since 2016, the City has advanced a portfolio of projects citywide that strengthen our coastlines against risks of flooding and sea level rise.

These projects, part of the City’s comprehensive coastal protection plan, incorporate neighborhood-scale solutions as well as block-level interventions that are locally tailored to risk. On the East Shore of Staten Island, around Jamaica Bay, in Hunts Point, Red Hook, and lower Manhattan, the City’s efforts on coastal protection are focused on increasing elevations at the water’s edge, mitigating shoreline erosion, protecting against storm surge, and are developing adaptation measures that incorporate both built and natural infrastructure. We are engaging New Yorkers throughout the process, to implement tailored resiliency solutions that reflect the opportunities and challenges our waterfront neighborhoods face.



Model representing conceptual design for the East Side Coastal Resiliency project

INDICATOR	LATEST DATA	PREVIOUS DATA
 <p>Increase linear feet of coastal defenses completed</p>	<p>104,100 (2017)</p>	<p>84,100 (2016)</p>
 <p>Increase acres of coastal ecosystems restored</p>	<p>22.0 (2017)</p>	<p>14.9 (2016)</p>

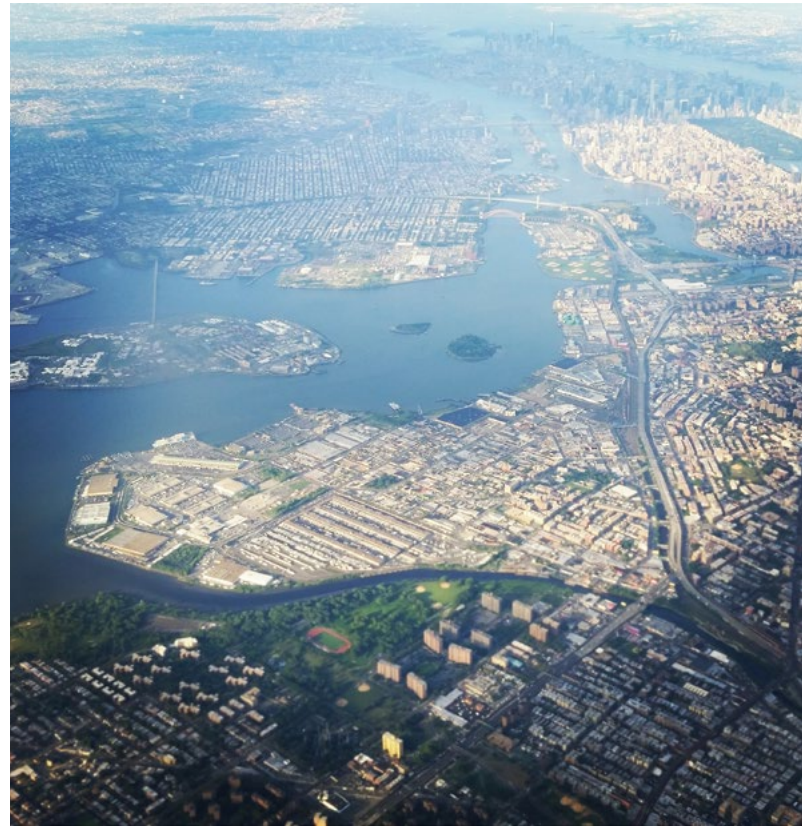


Hunts Point Resiliency

The City is working with the Hunts Point community and U.S. Department of Housing and Urban Development to identify a resilient energy pilot project to improve the resiliency of local residents, and businesses in the Hunts Point Food Distribution Center that provide our region's food supply.

Funded in part by HUD's groundbreaking Rebuild by Design competition, the Hunts Point Resiliency Project is an innovative resiliency pilot project that will provide reliable power to vulnerable critical facilities and residents in Hunts Point.

The Hunts Point Resiliency project will result in the selection, design, and construction of a resilient energy pilot project and the identification of a feasible flood risk reduction project for which the City will seek additional funding. Conceptual design of the energy pilot project will be completed by early 2018.



The Hunts Point peninsula.



Public meeting for the Hunts Point Resiliency project.



Collaborated with the U.S. Army Corps of Engineers to Release the Final Feasibility Report for the Armored Levee on the East Shore of Staten Island, Initiating Design of the 4-mile Line of Protection

Rendering of Sand Lane from the armored levee on the East Shore of Staten Island.

The City, in collaboration with partners at the State Department of Environmental Conservation (DEC) and the U.S. Army Corps of Engineers (USACE) reached two important milestones in the completion of a buried seawall and levee from Fort Wadsworth to Oakwood Beach on Staten Island's East Shore. The USACE released a final feasibility report in January of 2017 and has initiated design on the four-mile line of protection. The project will provide a 300-year level of protection and the USACE expects construction to begin in 2019. The City will work with FEMA and the USACE to ensure that flood risks mitigated as a result of this project will be reflected in lower flood insurance premiums for area residents.

In February 2017, the Department of Parks and Recreation (DPR) completed a design for the future of Staten Island's East Shore parks. This masterplan sets out a vision for the adaptation of parks to the USACE's protective seawall, and is the foundation for DPR's Shoreline Parks Plan, which will guide the reconstruction of park facilities that will be impacted by the USACE project over the coming years.





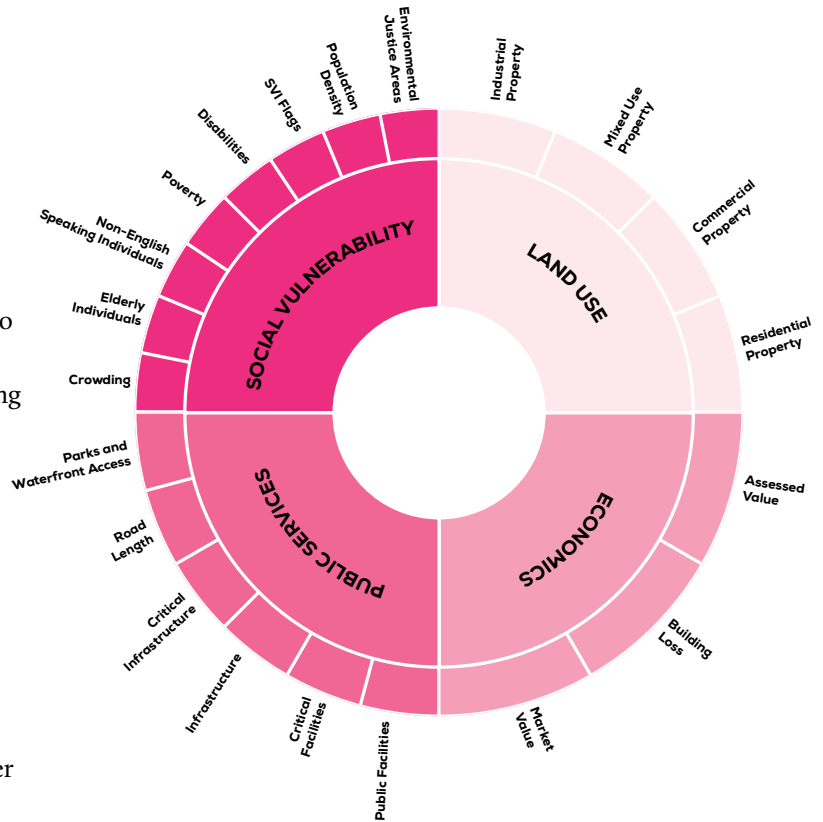
Elevate and Harden Coastal Edges Citywide

The risks posed by climate change to the city’s coastline are not isolated to low-recurrence extreme events like coastal storms. Sea level rise and climate change will have daily impacts in the form of increased erosion and high tide inundation. The City continues to make progress on two important initiatives that will help to understand these risks, and to address the most vulnerable areas by elevating and reinforcing coastal edges.

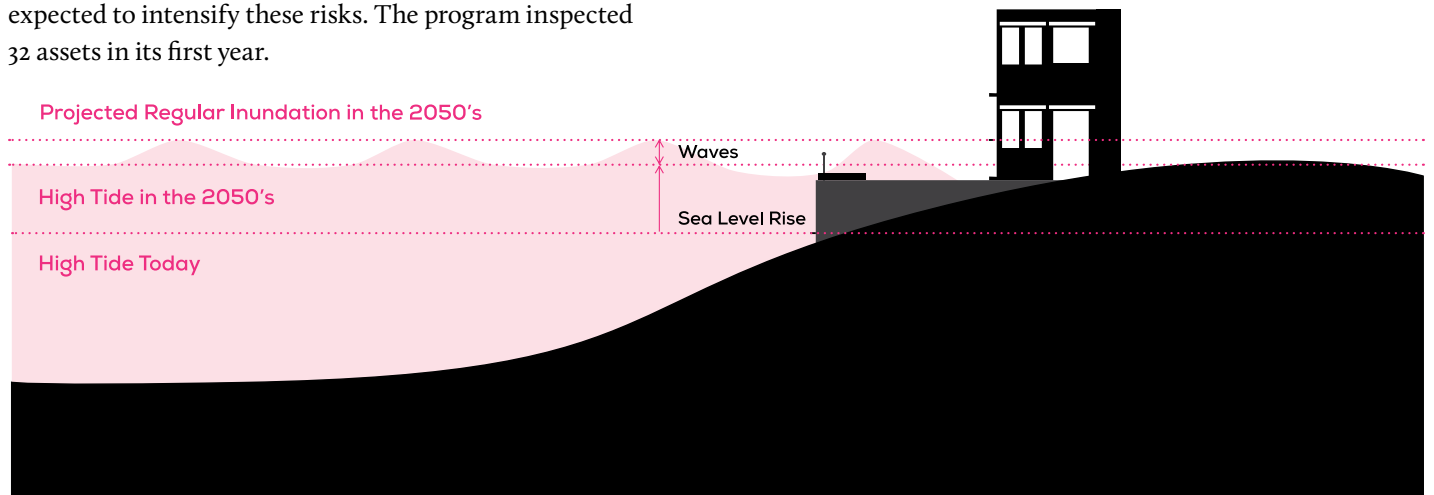
Raised Shorelines Citywide is a program to elevate and harden the most vulnerable coastal edges to address sea level rise and erosion. In 2015, the City completed a study that analyzed the vulnerability of New York City’s 520 miles of coastline to projected high tide inundation in the 2050s. The New York City Economic Development Corporation (NYCEDC) will use \$109 million to advance projects found to have the highest benefit across a number of categories, including impacts to critical infrastructure and vulnerable populations.

Citywide Waterfront Inspections is a new program that will inspect all City-owned waterfront assets on a three- to five-year rotating cycle. Coastal infrastructure requires regular inspection and rehabilitation to avoid degradation, erosion, or even collapse. Climate change is expected to intensify these risks. The program inspected 32 assets in its first year.

ANALYSIS OF BENEFITS FOR RAISED SHORELINES CITYWIDE



MODELED HIGH-TIDE IN THE 2050'S





Released Resilient Edgemere which builds an inclusive vision for a resilient future in the face of climate change, and pursued funding to reimagine Bayswater Park and Rockaway Community Park

Rising sea levels, increasing temperatures and precipitation, and the likelihood of more frequent coastal storms threaten New York City's neighborhoods and infrastructure while exacerbating social inequity. The Resilient Edgemere Community Planning Initiative aims to pair the City's recovery efforts with a long term vision for a higher quality of life for Edgemere residents. In October 2015, the New York City Department of Housing Preservation and Development (HPD), in collaboration with City agencies, community members, elected officials, and local organizations, launched an 18-month community planning process. This effort placed local residents and stakeholders, who best understand their communities, at the center of developing solutions for Edgemere's future.

Edgemere demonstrates that engaging local residents can result in thoughtful solutions to complex challenges, and, at its best, serves as a model for how communities can build an inclusive vision for a resilient future in the face of climate change. As a result, the Resilient Edgemere Community Planning Initiative lays out clearly defined goals, strategies, and 60 concrete projects—representing hundreds of millions of dollars in planned investments over the next ten years and beyond.



Public meeting that was part of community engagement for Resilient Edgemere.



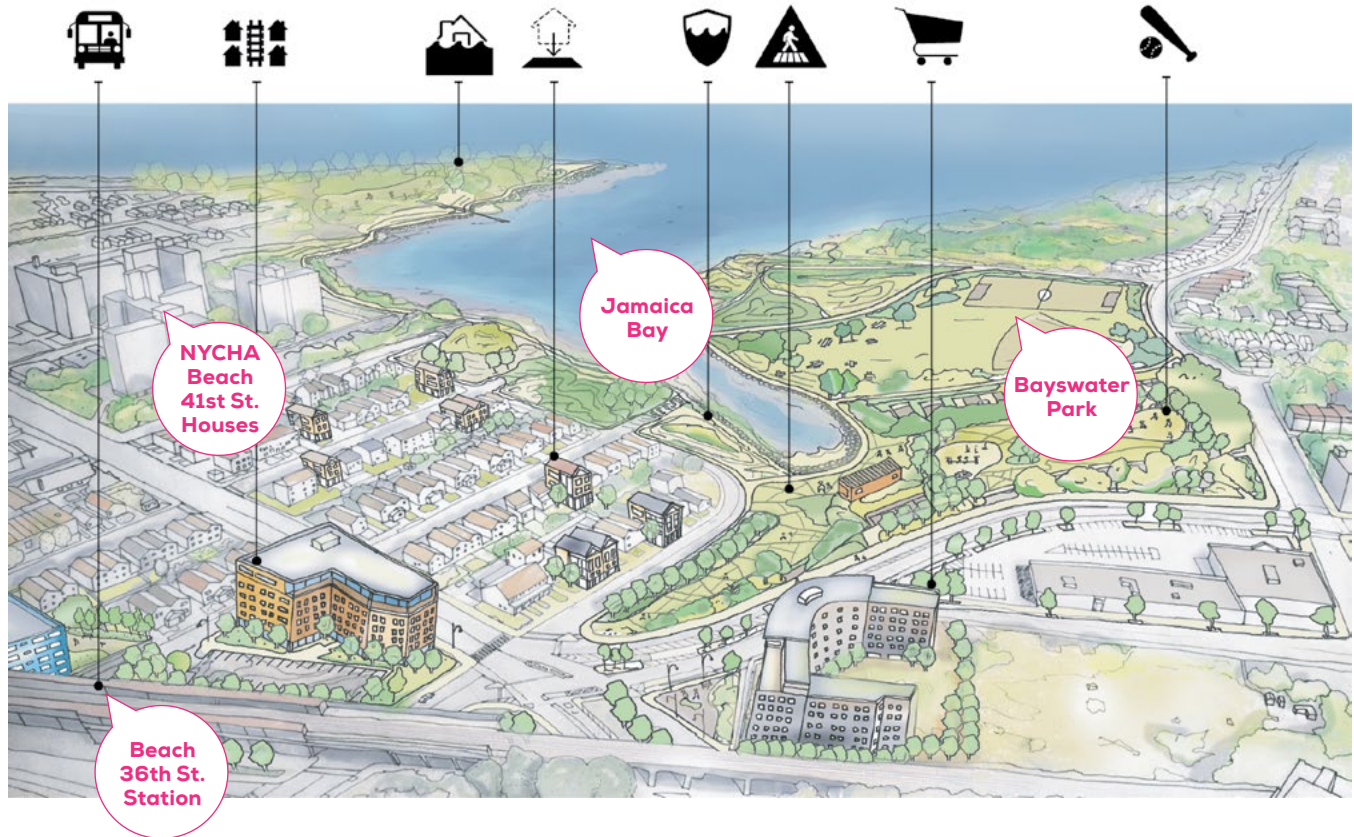
Public meeting that was part of community engagement for Resilient Edgemere.

A few projects that highlight this joint commitment to a stronger, more equitable neighborhood include:

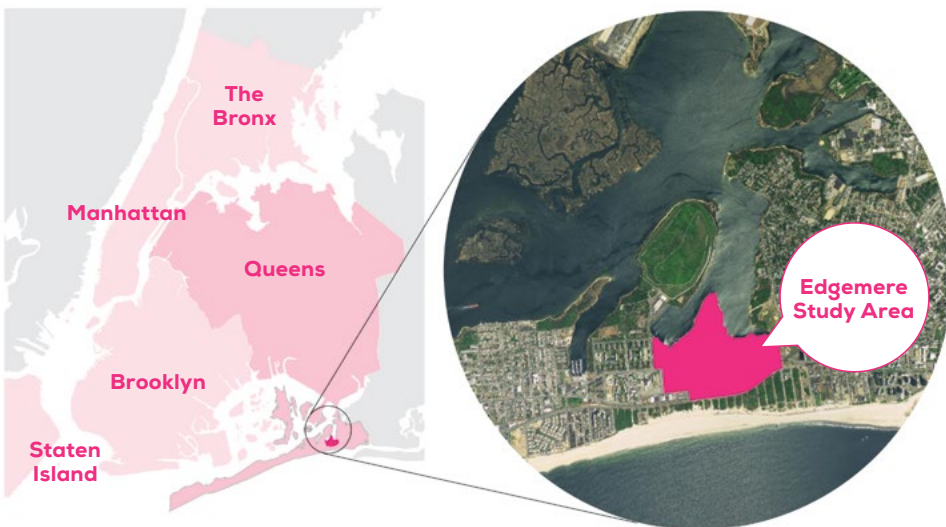
- Through the Raised Shorelines Citywide program, an elevated berm that will protect Edgemere against 30 inches of sea level rise.
- Resiliency improvements through Build It Back, including construction of new homes, relocation of homes in hazard areas, and elevation and/or repair of existing homes.
- Improvements to Bayswater Park, including wetlands restoration and shoreline stabilization for which the City is actively seeking funding.
- Proposing changes in land use for 16 acres of land in Edgemere's most vulnerable areas to be dedicated for use as open space that will provide coastal protection.



Resilient Edgemere Vision



Resilient Edgemere Study Area



Edgemere is a low-lying waterfront community located in the Rockaways. The Edgemere Study Area is defined by Jamaica Bay to the north, Edgemere Avenue to the south, Beach 51st Street to the west, and Beach 35th Street to the East. Additionally, Edgemere is in an active Urban Renewal Area, created in 1997, which gives the City some levers over the physical environment. In general, the City uses its Urban Renewal Authority to acquire property in order to develop housing, parks, or other uses consistent with the Urban Renewal Plan that outlines improvements to an area.



East Side Coastal Resiliency Project

The East Side Coastal Resiliency (ESCR) project is a 2.4-mile coastal protection project that reduces flood risk for the vulnerable neighborhoods from Montgomery Street on the Lower East Side to East 25th Street, and provides improved access and enhancements to open spaces along the waterfront.

Proposed conceptual design for the pedestrian bridge and entrance to East River Park at Delancey Street.



Since early visioning for ESCR, the City has been working hand-in-hand with community partners and residents to identify the best ways to meet the challenges we face from climate change, including sea level rise and the increased frequency of more intense storms. Incorporating the unique knowledge, background, and experience that local residents bring is critical to the project's success.

In June 2014, the U.S. Department of Housing and Urban Development awarded New York City \$335 million through its Rebuild by Design (RBD) competition. Further, the City is providing \$170 million in capital funding, intended for interior drainage management associated with the proposed flood protection system, and approximately \$250 million to achieve all the community benefits associated with the flood protection. The project is progressing toward final design and is now expected to break ground in 2019.

When completed, ESCR will benefit over 100,000 city residents—particularly many living in affordable and public housing. Additionally, it will demonstrate a new framework for implementing a community-based, design-driven approach to coastal protection in our neighborhoods.



These images are draft illustrative sketches of one component of the project. Finishes, materials, and detailing to be developed in final design.

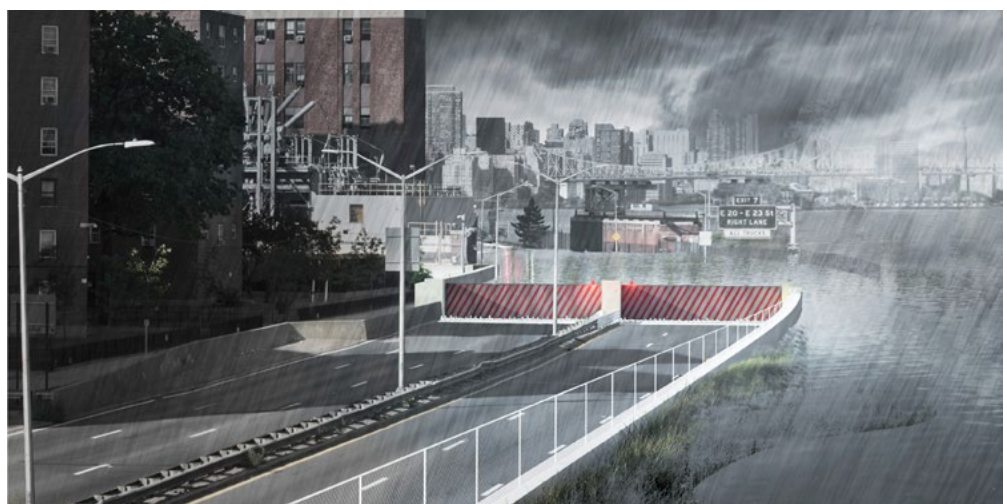
FDR Drive gate crossing with gates stored.



FDR Drive gate crossing with gates closing in preparation for a coastal flooding event.



FDR Drive gate crossing with gates closed during a coastal flooding event.

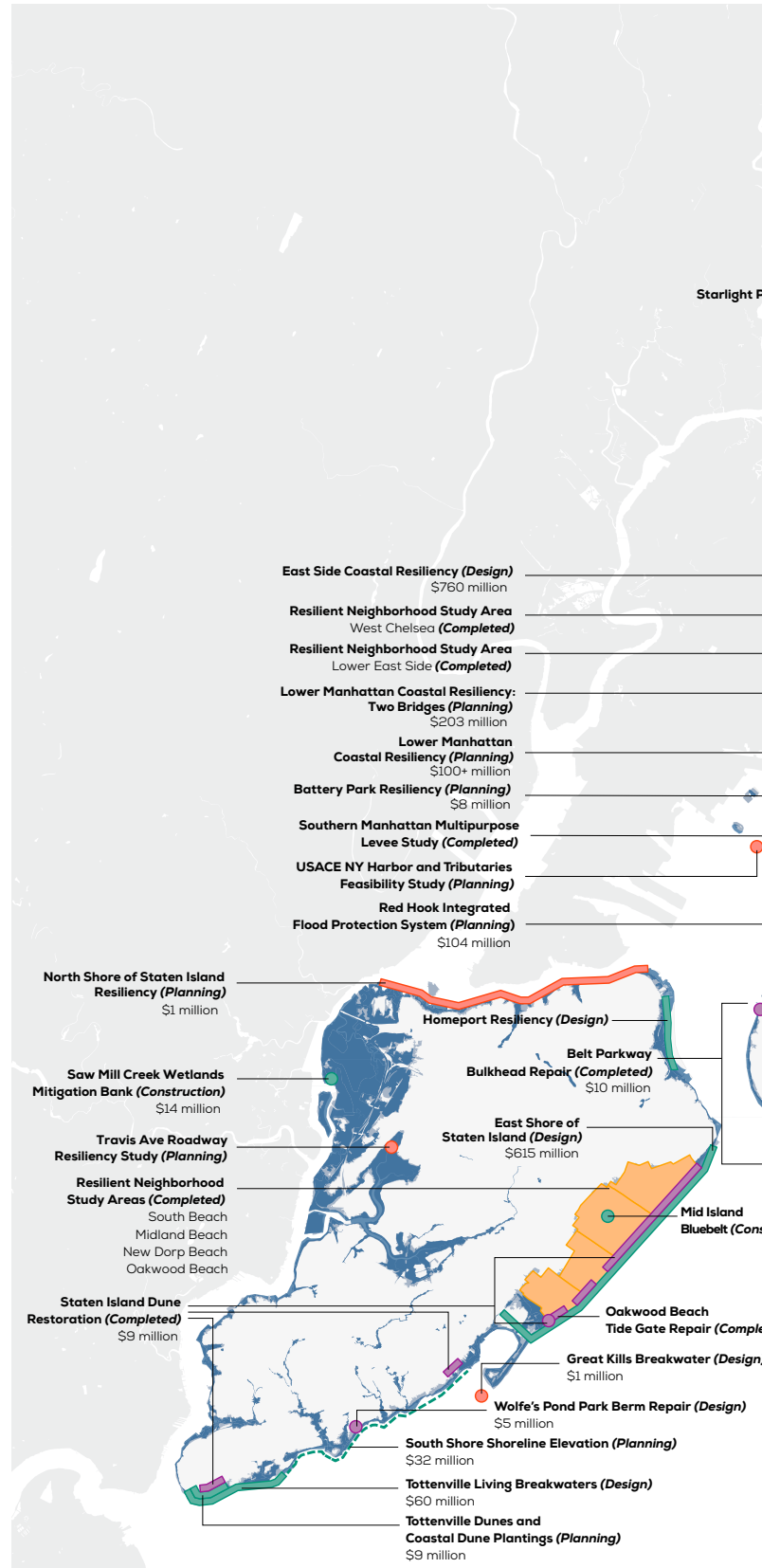


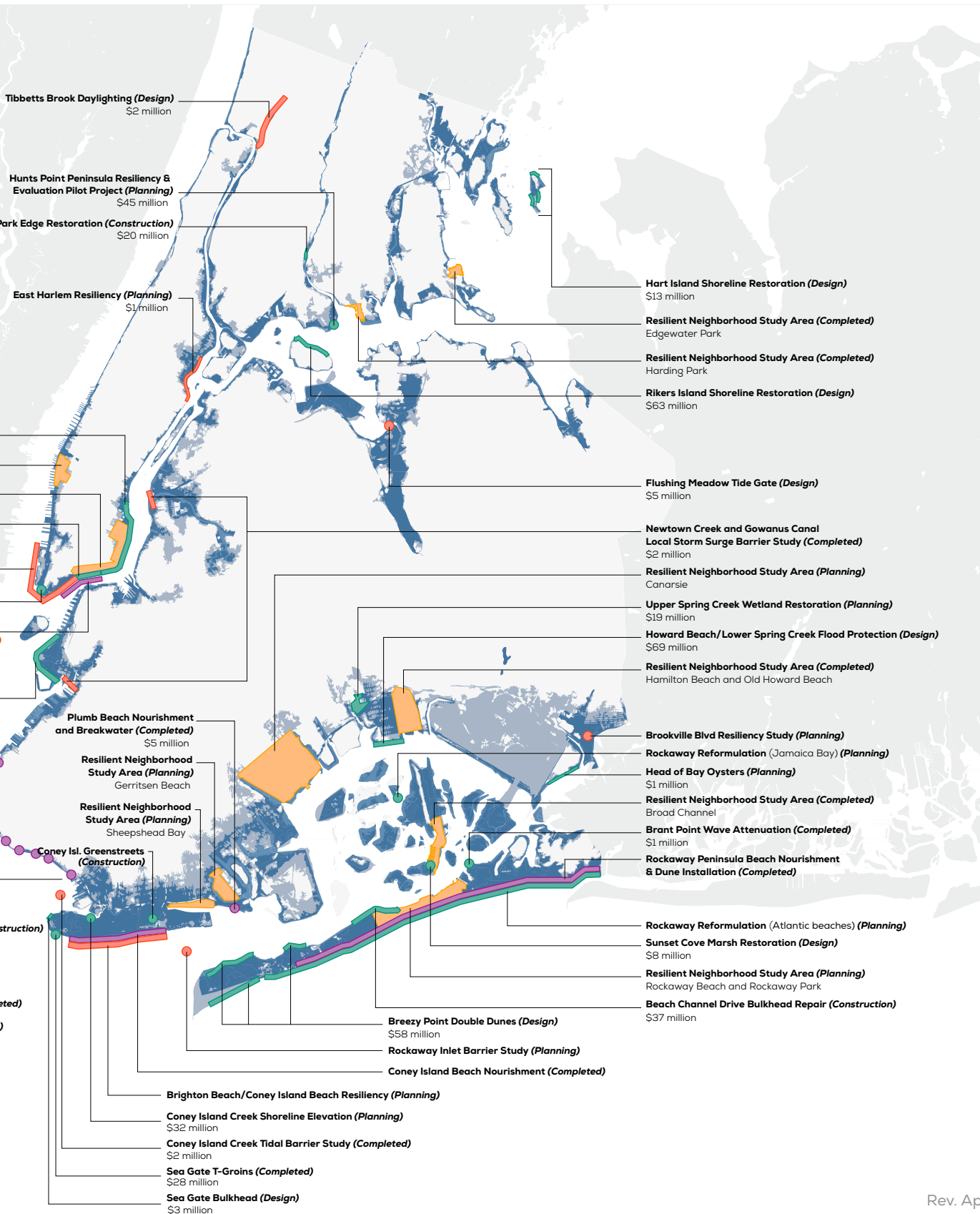


A RESILIENT CITY

Coastal Protection Project Status

- Completed
- Study Funded
- Project Funded
- DCP Resilient Neighborhoods Study Areas
- 2013 100-Year Floodplain
- 2050s 100-Year Floodplain





Rev. April 20, 2017



Initiative 1: Strengthen the city's coastal defenses

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Coastal Protection 3. Complete short-term beach nourishment, dune construction, and shoreline protection on Staten Island	DPR	Completed / Funded	This project was completed in 2016 and has ongoing related work.	› Work with the State to explore additional reinforced dune projects in Tottenville	Completed	
Coastal Protection 4. Install armor stone shoreline protection (revetments) in Coney Island	ORR	In Progress / Funded	The City allocated an additional \$15 million toward Coney Island Creek resilience, with design expected to begin within the next year.	› Begin design on all priority locations	Delayed	› Begin design on all priority locations*
Coastal Protection 5. Install armor stone shoreline protection (revetments) on Staten Island	ORR	In Progress / Funded	The City continues to collaborate on the State's living breakwaters and shoreline dune project. Design on the City's erosion control measures on Staten Island's South Shore is expected to begin in 2017.	› Begin design on all priority locations	Delayed	› Begin design on all priority locations*
Coastal Protection 6. Raise bulkheads in low-lying neighborhoods across the city to minimize inland tidal flooding	ORR	In Progress / Funded	The City will begin design on Raised Shorelines sites in 2017.	› Begin design on all priority locations	Delayed	› Begin design procurement on all priority locations*
Coastal Protection 8. Complete bulkhead repairs and roadway drainage improvements adjacent to Beach Channel Drive on the Rockaway Peninsula	EDC	In Progress / Funded	EDC has completed all tide gates and three out of seven outfall improvements. Construction is ongoing.	› Complete construction	Partially Complete	› Complete construction
Coastal Protection 10. Complete tide gate repair study at Flushing Meadows Corona Park, Queens	DPR	Completed / Funded	This initiative was completed in 2016 and has ongoing related work. The City has procured a consultant for this project but is delaying implementation to coincide with the construction of a new bridge upon which the tide gate will be installed. Bridge design has started.	› Begin design	Partially Complete	› Complete design
Coastal Protection 12. Call on and work with the USACE to study and install primary and secondary dune systems in vulnerable Rockaway Peninsula neighborhoods (such as Breezy Point)	ORR	In Progress / Funded	The City has completed procurement for the design of coastal protection measures in Breezy Point and has begun preliminary design and prescoping work, including surveying and geotechnical analysis.	› Begin design	Partially Complete	› Complete design
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 / Budget Neutral	The City continued to work with the USACE on its Rockaway Reformulation Study. The Draft General Reevaluation Report and Environmental Impact Statement (EIS) were finished and the public review has been concluded. The final report is anticipated in mid 2017.	› Work with USACE in their effort to identify Tentatively Selected Plan and final General Reevaluation Report	Completed	› Support USACE to complete review by the USACE Civil Works Review Board and submit the Chief's Report*



Initiative 1: Strengthen the city's coastal defenses

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Coastal Protection 13. Call on and work with the USACE to study and install offshore breakwaters adjacent to and south of Great Kills Harbor	ORR	Completed / Funded	This initiative was completed in 2016 and has ongoing related work.	› Coordinate results of the Great Kills evaluation with the USACE to inform future focus area studies in the New York and New Jersey Harbor	Completed	
Coastal Protection 14. Call on and work with the USACE to study and install wetlands for wave attenuation in Howard Beach and to study further flood protection improvements within Jamaica Bay	DPR	In Progress / Funded	DPR has completed the Spring Creek feasibility study and is scheduled to release the study to the public in Spring 2017. For Sunset Cove wetland restoration, DPR has completed the design, and construction is scheduled to begin in 2017.	› Complete feasibility study at Spring Creek	Completed	› Complete design on Spring Creek North
				› Begin construction on Sunset Cove wetland restoration work	Delayed	› Continue construction on Sunset Cove
Coastal Protection 15. Call on and work with the USACE to study and install living shorelines for wave attenuation in Tottenville	DPR	In Progress / Budget Neutral	DPR has worked with the State to review designs, and consultant completed a 30% design set of documents in November 2016.	› Work with the State to complete conceptual design and begin the environmental review and permitting process	Completed	› Work with the State to begin site development in 2017*
Coastal Protection 17. Complete living shorelines and floating breakwaters for wave attenuation in Brant Point, Queens	DEP	Completed / Funded	This initiative was completed in 2016 and has ongoing related work. DEP has continued data collection and inspection of the wave attenuator system to evaluate potential deceleration of erosion.	› Continue monitoring and data collection	Completed	
Coastal Protection 18. Continue to work with the USACE to complete its Sea Gate project in Southern Brooklyn	DPR	Completed / Funded	The USACE completed construction in June 2016.	› Complete construction	Completed	
Coastal Protection 19. Install an integrated flood protection system in Hunts Point	ORR	In Progress / In Planning	The City kicked off the feasibility for the Hunts Point Resiliency project study in July 2016. The feasibility study is on time. The project team completed the existing conditions analysis, risk and vulnerability assessment, and screened project technologies. The City is currently evaluating feasibility of resilient energy and flood risk reduction project options. The City's preferred project will be submitted to HUD by June 1, 2017 as per HUD's timeline, and a final pilot project is expected to be approved by HUD in early 2018. A preferred flood risk reduction project will be identified by the end of 2017.	› Determine feasibility of coastal flood risk reduction projects	Partially Complete	› Complete environmental review of preferred energy resiliency pilot project* › Publish action plan amendment and submit project to HUD for approval
				› Identify preferred energy pilot project	Completed	› Begin conceptual design of the pilot project
Coastal Protection 20. Install an integrated flood protection system in East Harlem	ORR	In Progress / Partially Funded	The City released an RFP for this study and procurement is ongoing. Work on this study will begin in 2017.	› Procure contract with consultant to lead study	Partially Complete	› Complete the study, and secure funds for implementation



Initiative 1: Strengthen the city's coastal defenses

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Coastal Protection 21. Install an integrated flood protection system in Lower Manhattan, including the Lower East Side	ORR	In Progress / Funded	Design for the East Side Coastal Resiliency Project has advanced into Preliminary Design. The draft EIS is being prepared for release in Summer 2017.	› Complete final design and release final EIS	Partially Complete	› Complete final design and release final EIS*
				› Initiate Action Plan Amendment to HUD	Completed	› Receive Action Plan Amendment approval from HUD
Coastal Protection 22. Install an integrated flood protection system at Hospital Row	ORR	In Progress / Funded	Phase 3 of the design study at Bellevue Hospital has now been completed and a detailed scope has been defined to protect the facility. This system will complement and work with the individual protections installed by the VA and NYU-Langone to create a comprehensive flood protection system.	› Begin design of the flood protection system for Bellevue Hospital	Completed	› Complete design and solicit FEMA approval
Coastal Protection 23. Install an integrated flood protection system in Red Hook	ORR	In Progress / Funded	After completing its early analysis, the City is preparing to submit a draft application covering this project to FEMA for review and comment. Upon FEMA approval, the full design work on this project will begin.	› Submit application to FEMA for a \$100M stand-alone project to advance to implementation	Delayed	› Receive FEMA approval and begin procurement process for full project design*
Coastal Protection 24. Continue to work with the USACE to complete existing studies on Staten Island and implement coastal protection projects	DPR	In Progress / Budget Neutral	The Final Environmental Impact Statement and Interim Feasibility Study Final Report were approved and published in September 2016 and the full Study was approved by the Assistant Secretary of the Army in December 2016.	› Continue coordination with USACE on design of line of protection	Completed	› Facilitate negotiation of Project Partnership Agreement*
				› Complete Phase 1 of Shoreline Parks Plan	Completed	› Begin Phase 2 of Shoreline Parks Plan*
Coastal Protection 25. Continue to work with Con Edison to protect the Farragut substation	ORR	Completed / Budget Neutral	The perimeter wall is completely finished and deployable barriers at the Farragut substation are in position.	› Complete project, including installation of flood wall and deployable flood barriers	Completed	
Coastal Protection 27. Continue to work with the USACE to complete its comprehensive flood protection study of New York Harbor	ORR	In Progress / Budget Neutral	The City has been collaborating closely with State and Federal partners to develop a study scope that can be completed within a reasonable time, given the scale of this study, while ensuring that the final report will be an effective tool to guide and justify future federal investment	› Support the execution of a federal cost sharing agreement between USACE and state partners	Completed	› Collaborate with the USACE on its New York Harbor and Tributaries Focus Area Feasibility Study
				› Participate in the Senior Executive Review Group (SERG) convened by the USACE to advise on this study	Completed	
Southern Brooklyn 5. Develop an implementation plan and preliminary designs for new Coney Island Creek wetlands and tidal barrier	EDC	In Progress / Partially Funded	The City completed and released its study in Fall 2016. The study made recommendations for both a near-term project that will address high-recurrence flooding and a longer-term comprehensive flood protection system that the USACE has incorporated into their Rockaway Reformulation Study as a result of successful advocacy from the City. Near-term investments will be constructed as part of the City's Raised Shorelines program.	› Complete and release the Coney Island Creek Resiliency Study	Completed	› Begin design on all priority locations*



Initiative 1: Strengthen the city's coastal defenses

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Southern Brooklyn 16. Study opportunities along Coney Island Creek to generate economic activity and facilitate resiliency investments	EDC	In Progress / Partially Funded	The City completed and released its study in Fall 2016. The study made recommendations for both a near-term project that will address high-recurrence flooding and a longer-term comprehensive flood protection system that the USACE has incorporated into their Rockaway Reformulation project as a result of successful advocacy from the City. Near-term investments will be constructed as part of the City's Raised Shorelines program.	› Complete and release the Coney Island Creek Resiliency Study	Completed	› Begin design on all priority locations*
				› Begin four sites in this area	Delayed	› Pursue future funding through the U.S. Army Corps of Engineers to implement a flood barrier for Coney Island Creek
Southern Manhattan 1. Create an implementation plan and design for an integrated flood protection system for remaining Southern Manhattan areas	ORR	In Progress / Partially Funded	For Lower Manhattan Coastal Resiliency, the City has selected a project team, launched the study, and hosted four community engagement meetings. The project team is actively collecting and analyzing pertinent data.	› Begin preliminary design and feasibility study for Lower Manhattan Coastal Resiliency	Completed	› Complete preliminary design and the first phase of community engagement

Initiative 2: Attract new funds for vital coastal protection projects

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
4.4.2A. Secure funds through the National Disaster Resilience Competition	ORR	Completed / Funded	This initiative was completed in 2016 and has ongoing, related work. On January 24th, 2017, HUD executed the National Disaster Resilience grant agreement. In the past year, the City has selected a project team, launched the study, and hosted four community engagement meetings. The project team is actively collecting and analyzing pertinent data.	› Sign a grant agreement with HUD	Completed	› Complete preliminary design and the first phase of community engagement
				› Begin preliminary design and feasibility study for Lower Manhattan Coastal Resiliency	Completed	

Initiative 2: Attract new funds for vital coastal protection projects

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Coastal Protection 26. Call on and work with the USACE to study and install local storm surge barriers at Newtown Creek	ORR	In Progress / Call for Action	The City continues to advocate for the inclusion of Newtown Creek as a focus area in the New York New Jersey Harbor and Tributaries Study.	› Secure commitment from the USACE for Newtown Creek to be a focus area in New York and New Jersey Harbor and Tributaries Study	Partially Complete	› Coordinate results of the local storm surge barrier evaluation with the USACE to inform future focus area studies in the New York and New Jersey Harbor*
Coastal Protection 33. Evaluate strategies to fund wetland restoration and explore the feasibility of wetland mitigation banking structures	EDC	In Progress / Partially Funded	The City received approval of USACE permits to begin work at Saw Mill Creek in March 2017.	› Receive US Army Corps permits and start restoration work	Partially Complete	› Start earthwork and planting of the restoration site at Saw Mill Creek and make first credits created by the bank available for compensatory mitigation in NYC*



Initiative 2: Attract new funds for vital coastal protection projects

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Brooklyn-Queens Waterfront 2. Call on and work with the USACE to develop an implementation plan and preliminary designs for a local storm surge barrier along the Gowanus Canal	ORR	In Progress / Budget Neutral	The City has delivered the Gowanus Canal and Newtown Creek Storm Surge Barrier Study to the USACE and continues to coordinate with the USACE on ways that this study can inform the New York New Jersey Harbor and Tributaries study.	› Coordinate the Tide Barrier Study with the USACE to inform future focus area studies in the New York and New Jersey Harbor	Completed	› Coordinate results of the local storm surge barrier evaluation with the USACE to inform future focus area studies in the New York and New Jersey Harbor*
Brooklyn-Queens Waterfront 5. Create an implementation plan for comprehensive flood-protection improvements on public and private property along the Williamsburg, Greenpoint, and Long Island City coastlines	ORR	In Progress / Budget Neutral	The City has delivered the Gowanus Canal and Newtown Creek Storm Surge Barrier Study to the USACE and continues to coordinate with the USACE on ways that this study can inform the New York New Jersey Harbor and Tributaries study.	› Coordinate results of the local storm surge barrier evaluation with the USACE to inform future focus area studies in the New York and New Jersey Harbor	Completed	› Coordinate results of the local storm surge barrier evaluation with the USACE to inform future focus area studies in the New York and New Jersey Harbor
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 City received approval of the USACE permits to begin work at Saw Mill Creek in March 2017.	› Begin implementation of Saw Mill Creek restoration thereby generating first compensatory mitigation credits to test the funding potential of mitigation bank credits in New York City	Partially Complete	› Start earthwork and planting of the restoration site at Saw Mill Creek and make first credits created by the bank available for compensatory mitigation in NYC*
South Queens 1. Call for USACE to develop an implementation plan to mitigate inundation risks through Rockaway Inlet, exploring a surge barrier and alternative measures	ORR	In Progress / Call for Action	The USACE released their Final Feasibility Report for the Rockaway Reformulation in August 2016. The City provided additional modeling on a surge barrier's impacts on water quality and has advocated for further modeling and analysis before a plan is finalized.	› Work with USACE to advance project into Feasibility Report stage	Completed	› Advocate for the USACE to separate the Atlantic side measures for early advancement into construction*
				› Identify near-term and complementary projects to address sea level rise risks in and around Jamaica Bay	Completed	› Work with the USCACE toward completion of Chief's Report › Advocate for the USACE to separate near-term and complementary projects to address risk of sea level rise in and around Jamaica Bay
Southern Brooklyn 1. Call on and work with the USACE to study additional Sea Gate oceanfront protections	ORR	In Progress / Call for Action	ORR works closely with the Sea Gate Association and provides technical support in their conversations with both New York State and FEMA. This support also covers the NYS HMGP-funded bulkhead project in Sea Gate.	› Continue to work with the State to implement its bulkhead project, in coordination with other future measures that are under development	Completed	› Advance further protections through USACE Jamaica Bay plan
Southern Brooklyn 2. Continue to work with the USACE to study strengthening the Coney Island/Brighton Beach nourishment	ORR	In Progress / In Planning	The City shared cost estimates for beach resiliency produced as part of the Coney Island Creek Study to the USACE for inclusion in their Rockaway Reformulation report. The City continues to advocate for a regional approach to flood protection that includes Coney Island and Brighton Beach.	› Complete analysis for additional beach resiliency interventions in coordination with potential use of Corps dredge material as a cost saving measure	Completed	› Identify funds for implementation of recommended beach resiliency measures and begin implementation



Initiative 2: Attract new funds for vital coastal protection projects

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Southern Brooklyn 3. Call on and work with the USACE to study Manhattan Beach oceanfront protections	ORR	In Progress / Budget Neutral	The City shared cost estimates for beach resiliency produced as part of the Coney Island Creek Study to the USACE for inclusion in their Rockaway Reformulation report. The City continues to advocate for a regional approach to flood protection that includes Manhattan Beach.	<ul style="list-style-type: none"> › Advance this protection through the USACE Jamaica Bay plan 	Completed	<ul style="list-style-type: none"> › Advance this protection through the USACE Jamaica Bay plan
Southern Brooklyn 4. Call on and work with the USACE to study mitigating inundation risks through Rockaway Inlet, exploring a surge barrier and alternative measures	ORR	In Progress / Call for Action	The USACE released their final feasibility report for the Rockaway Reformulation in August 2016. The City provided additional modeling on a surge barrier's impacts on water quality and has advocated for further modeling and analysis before a plan is finalized.	<ul style="list-style-type: none"> › Work with USACE to advance project into Feasibility Report stage 	Completed	<ul style="list-style-type: none"> › Successfully separate the Atlantic side measures for early advancement into construction
				<ul style="list-style-type: none"> › Identify near-term and complementary projects to address sea level rise risks in and around Jamaica Bay 	Completed	<ul style="list-style-type: none"> › Work with the USACE toward completion of Chief's Report › Advocate for the USACE to separate near-term and complementary projects to address risk of sea level rise in and around Jamaica Bay

Initiative 3: Adopt policies to support coastal protection

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Coastal Protection 29. Implement citywide waterfront inspections to better manage the City's waterfront and coastal assets	EDC	In Progress / Funded	EDC continues to lead waterfront inspections across the City's shoreline.	<ul style="list-style-type: none"> › Complete the first round of inspections 	Completed	<ul style="list-style-type: none"> › Continue performing waterfront inspections, re-prioritizing agency assets, and assisting with capital budget planning based on the results of the inspections
				<ul style="list-style-type: none"> › Make inspection data available across City agencies through online waterfront facilities management database 	Completed	
Coastal Protection 30. Study design guidelines for waterfront and coastal assets to better mitigate the effects of flooding	DPR	In Progress / Funded	DRP has released a preliminary version of the design guidelines and the final document will be released later in 2017.	<ul style="list-style-type: none"> › Release design guidelines 	Partially Complete	<ul style="list-style-type: none"> › Incorporate design guidelines in the design of new and rehabilitated shoreline parks* › Release design guidelines
Coastal Protection 31. Evaluate soft infrastructure as flood protection and study innovative coastal protection techniques	ORR	In Progress / Budget Neutral	The USACE's Rockaway Reformulation report included a number of proposed nature-based flood protection measures in Jamaica Bay.	<ul style="list-style-type: none"> › Complete on-going research 	Completed	<ul style="list-style-type: none"> › Support research initiatives with the Science and Resilience Institute at Jamaica Bay that evaluate soft infrastructure interventions for flood protection in Jamaica Bay
				<ul style="list-style-type: none"> › Advocate for inclusion of additional nature-based features by the USACE as part of the complementary features of the recommended Rockaway Reformulation project 	Completed	
Coastal Protection 32. Evaluate the city's vulnerability to drainage pipe flooding and identify appropriate solutions to minimize those risks	ORR	In Progress / Budget Neutral	DEP conducted an engineering assessment at the sewer infrastructure and house connection levels to identify the causes of flooding and sewer backups in the South Brooklyn area.	<ul style="list-style-type: none"> › Complete an initial evaluation of new measures for drainage infrastructure at the neighborhood scale, such as tide gates and check valves 	Partially Complete	<ul style="list-style-type: none"> › Implement the recommendations as appropriate



Initiative 3: Adopt policies to support coastal protection

(Source: SIRR 2013)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Coastal Protection 34. Work with agency partners to improve the in-water permitting process	EDC	In Progress / Funded	The website resource for in-water permitting has been in place since May 2016. To date WaterfrontNavigator.nyc has been visited by more than 3,500 users.	<ul style="list-style-type: none"> › Launch waterfront permitting website and make available to public › Continue to work with agency partners to streamline waterfront permitting 	Completed Completed	› Continue to work with agency partners to streamline waterfront permitting
Coastal Protection 35. Enhance waterfront construction oversight by strengthening the City's waterfront permit and dockmaster units	SBS	In Progress / Partially Funded	SBS received a second grant from the State to inventory its permitting archival records to enable future digitization. The Waterfront Permits Unit updated its Access database to be able to work with the new 2014 Building Code, and is collaborating with DOB who is instrumental in initiating the effort to develop Maritime Code for the Waterfront Permits Unit to be able to regulate coastal constructions.	› Explore options to enhance waterfront permitting by increasing coordination between the SBS WPU and DOB	Completed	› Develop enhanced technology capabilities for coordinated application review between SBS, DOB, and FDNY
Coastal Protection 37. Call on and work with the USACE and FEMA to collaborate more closely on flood protection project standards	ORR	In Progress / Budget Neutral	The City continues to advocate for USACE projects to meet FEMA certification standards and will meet with FEMA and the USACE in the coming months to coordinate certification of the South Shore of Staten Island armored levee and East Side Coastal Resiliency projects.	› Continue to identify the USACE projects for which FEMA certification measures can be applied so that beneficiary communities can mitigate their flood insurance costs	Completed	› Convene a formal meeting with FEMA to coordinate certification for the East Shore of Staten Island and East Side Coastal Resiliency projects, the most advanced projects that need this certification



Diverse and Inclusive Government



Deputy Mayor for Strategic Policy Initiatives, Richard Buery

One of New York City's greatest strengths is its diversity. Equitable representation across all levels of government strengthens the city by increasing efficiency, excellence, and strong delivery of City services. The City is also determined to serve all New Yorkers equally, including representation and participation of minority and women-owned business enterprises (M/WBEs).

This year, the mayor appointed a new Director of the City's M/WBE program, Deputy Mayor Richard Buery, and announced the creation of the Mayor's Office of M/WBEs, which will be focused on fostering the success of minority and women-owned businesses.



Goal: Government Workforce

Government Workforce Reflective of the Diversity and Inclusion of All New York City Communities

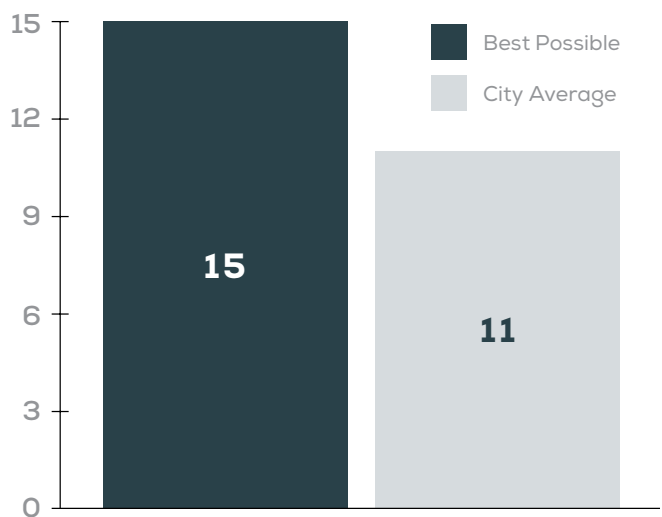


Mayor de Blasio Signs Executive Order 21, Banning City Agencies from Inquiring About the Salary History of Job Applicants

The City took a step to ensure pay equity across the municipal workforce. A ban on salary inquiries prior to a conditional offer of employment provides a model for other employers in both public and private sectors. By eliminating questions regarding an applicant's previous compensation—which is often used as a benchmark from which to determine starting pay in a new position—employers take a vital step to stop perpetuating a cycle of suppressed wages for women and people of color within their workforce.



BEST DIVERSITY PRACTICES AT AGENCIES



Based on February 2017 Agency Survey (39 agency responses)



RACE AND GENDER OF ADMINISTRATORS AND OFFICIALS NYC EEO-4 REPORT, 1999-2015

For the first time in over 15 years, NYC Department of Citywide Administrative Services (DCAS) hosted a "Citywide Job Fair," which highlighted numerous opportunities available across the City. This event, coordinated by DCAS, included representatives from over 33 City agencies and several workshops from DCAS staff. The fair was a great success attracting over 1,600 job seekers from across the city.





Initiative 1: Improve the way NYC recruits a diverse workforce

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
5.1.1. Improve the way NYC recruits a diverse workforce	DCAS / Mayor's Office	In Progress	<p>Between April 2016 and February 16, 2017, the City has recruited at 201 community events, 111 career fairs, and 90 information sessions. These events were held at educational institutions and community-based organizations. Some events were targeted toward the Lesbian, Gay, Bisexual and Transgender (LGBT) community, veterans, people with disabilities, youths, and individuals with a criminal history.</p> <p>The Mayor's Office of Appointments received 2,666 resumes via the resume portal in 2016. The newsletter frequency was reduced as the content and features were re-considered. As of January 2017, 1,073 people are subscribed to the newsletter.</p>	› Continue to attend recruitment events, career fairs and information sessions, to improve the City's recruitment efforts to underserved and underrepresented communities	Completed	› Continue to improve the City's recruitment efforts to underserved and underrepresented communities
				› Continue to improve marketing materials (brochures and website) and educational efforts regarding the civil service process	Completed	› Increase collaboration with City agencies to assist in recruiting for hard-to-recruit titles*
				› Continue to collect resumes via MOA website	Completed	› Collaborate with City agencies through focus groups to enhance the City's marketing strategies surrounding the civil service process*
				› Add additional career development and recruitment resources to MOA website for jobseekers	Partially Complete	
				› Continue to refine the MOA newsletter to make it easier for jobseekers to connect with employment resources in City government	Completed	
				› Add dynamic media content to the newsletter to increase circulation	Completed	

Initiative 2: Improve the way NYC retains a diverse workforce

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
5.1.2. Improve the way NYC retains a diverse workforce	DCAS / Mayor's Office	In Progress	<p>In the fall of 2016, DCAS published the Fiscal Year 2014 and Fiscal Year 2015 NYC Government Workforce Profile Reports.</p> <p>Additionally, the mentoring program connecting diverse public servants with senior leaders was launched during the winter of 2016 and continues to operate in 2017. The first mentoring sessions occurred in January and February 2017.</p>	› Issue the Fiscal Year 2015 Workforce Profile Report and deploy the Onboarding Survey	Partially Complete	› Identify workforce trends as a retirement predictor
				› Implement a citywide mentoring program connecting diverse public servants with senior leaders	Completed	› Deploy the Onboarding Survey*
						› Produce a report on the impact of the mentoring program on workforce retention and diversity to help refine its process



Initiative 3: Improve the way NYC develops a diverse workforce

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
5.1.3. Improve the way NYC develops a diverse workforce	DCAS / Mayor's Office	In Progress	<p>The City launched the Social Justice Post-Graduate Fellowship in January 2017, which is a new fellowship program for recent law school graduates co-sponsored by the City Council and DCAS. In its pilot year, the program accepted 10 Fellows who were placed in agencies across the City performing substantive legal work. The inaugural cohort runs for nine months.</p> <p>In 2016, DCAS also continued to implement outreach for its Executive Development portfolio including the Leadership Institute, Management Academy, and Urban Fellows programs. Additionally, The City conducted two Leadership Institute sessions.</p>	› Conduct two Leadership Institute sessions	Completed	<ul style="list-style-type: none"> › Continue to escalate outreach and marketing campaigns for educational program › Complete Social Justice Fellowship pilot*



Goal: Minority and Women-owned Business Enterprises

Increase Total City Awards to Minority and Women-owned Business Enterprises (M/WBEs) to \$16 Billion Over the Next Ten Years

The City Awarded Over \$3.5 Billion in Contracts to Minority and Women-owned Business Enterprises Through Fiscal Year 2016

These M/WBE awards include City mayoral and non-mayoral (City-affiliated) agencies. The City is making great efforts to increase the awards we make and current progress puts the City on pace to meet the ten-year goal.



Mayor announces creation of new Mayor's Office of M/WBEs

- The mayor announced the appointment of Deputy Mayor for Strategic Policy Initiatives, Richard Buery, as the new Director of the City's M/WBE program.
- The mayor announced the creation of the Mayor's Office of M/WBEs, which fosters the success of minority and women-owned businesses and coordinates the work of other City offices that administer the City's M/WBE programs.
- Central to these improvements, the mayor has set an ambitious goal of awarding at least 30 percent of the dollar amount of City contracts to M/WBEs by 2021. These would include prime and subcontracts with mayoral and certain non-mayoral agencies.

(Left image) In January 2017, the City announced the selection of eight Minority- and Women-Owned Business Enterprise teams to lead the construction of six new 100 percent affordable housing developments



Initiative 1: Increase the number of certified M/WBEs

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
5.2.1. Increase the number of certified M/WBEs	SBS	In Progress	In Fiscal Year 2016, the City certified 712 new M/WBEs and recertified 318 M/WBEs, bringing the total number of City-certified companies to 4,516 as of June 30, 2016. During the first quarter of FY 2017, SBS certified 230 new M/WBEs and recertified 123 M/WBEs, further increasing the total number of City-certified companies to 4,683 as of September 30, 2016. During the first quarter of FY17, SBS collaborated with local development corporations, trade associations, industry membership organizations, and local chambers of commerce on 42 events to spread the word about the benefits of certification and the range of capacity-building services available citywide to help businesses grow.	› Implement Fast Track certification process for disadvantaged business enterprises (DBEs)	Completed	› Further increase the total number of certified M/WBEs
				› Conduct targeted outreach to companies certified by entities that have reciprocity agreements with SBS	Completed	
				› Further increase the total number of certified M/WBEs	Completed	

Initiative 2: Increase the rates at which agencies utilize those M/WBEs

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
5.2.2. Increase the rates at which agencies utilize those M/WBEs	MOCS	In Progress	Pursuant to Local Law 1 of 2013, in Fiscal Year 2016, the City's combined prime and subcontract M/WBE utilization was 14.3%, up from 8% in Fiscal Year 2015. The City published all quarterly and final 2016 fiscal year-end compliance report, as required by Local Law 1 of 2013. The City also delivered all quarterly and fiscal year-end compliance reports to City Council, as required by Local Law 1 of 2013. The City also published a final year-end OneNYC M/WBE report for Fiscal Year 2016 on the MOCS website.	› Publish final 2016 fiscal year-end compliance report, as required by Local Law 1 of 2013	Completed	› Publish final 2017 fiscal year-end compliance report, as required by Local Law 1 of 2013
				› Publish final year-end OneNYC M/WBE report for Fiscal Year 2016 on MOCS website	Completed	› Publish final year-end OneNYC M/WBE report for Fiscal Year 2017 on MOCS website
				› Deliver and publish all quarterly compliance reports to City Council, as required by Local Law 1 of 2013	Completed	› Deliver and publish all quarterly compliance reports to City Council, as required by Local Law 1 of 2013

Initiative 3: Expand legal tools to induce greater usage of M/WBEs

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
5.2.3. Expand legal tools to induce greater usage of M/WBEs	SBS / Mayor's Office	In Progress	The City updated two rules to the Procurement Policy Board (PPB), which are: 1. PPB Rules 3-02 and 3-03: establish requirements for implementing quantitative factors for M/WBEs when evaluating bids and proposals for awarding contracts based on best value. 2. PPB Rule 3-08: increases the dollar amount below which procurement and award of contracts can be made without competition from \$20,000 to \$35,000, to increase micropurchase awards to M/WBEs.	› Operationalize best value provision as established by the PPB rules update	Completed	› Operationalize new legal tools
				› Work with M/WBE stakeholders to introduce and pursue passing in the State Senate the M/WBE legislation that has been passed by the State Assembly	Partially Complete	



Goal: Equity Impacts

The City has made progress with systematically tracking performance of equity outcomes to ensure OneNYC is making a positive and equitable impact on all New York City communities.



The City is ensuring that issues of equity continue to be at the forefront of the administration's agenda.

For the first time in more than a decade, the City published a new Social Indicators Report (SIR), with a new emphasis on data revealing inequities. The SIR provides detailed statistical information on life in the city that can be used to identify unmet needs. This data can also be used to identify disparities, formulate methods for addressing them, and monitor how much progress is made.



Initiative 1: Issue an Executive Order requiring regular compilation and use of equity metrics

(Source: OneNYC 2015)

Initiative/ Supporting Initiative	Lead Agencies	Initiative/ Funding Status	Progress Since April 2016	Milestones to complete by December 31, 2016	2016 Milestone Status	Milestones to complete by December 31, 2017
Initiative 1: Issue an Executive Order requiring regular compilation and use of equity metrics	Mayor's Office	In Progress	The Executive Order language was developed by the end of 2016 and is in the final stages of development for release. Plans are also underway for the next update to the Social Indicators Report.	› Issue Executive Order	Partially Complete	› Update data in Social Indicators Report



Indicators

Goal	Indicator	Previous Data	Latest Data	Target
Vision-level indicator	Population	8,516,502 (2015) ¹	8,537,673 (2016)	9 million (2040)
	Median household income	\$52,996 (2014)	\$55,752 (2015)	Increase
	Gross City Product (GCP)	\$653.2 billion (2014) ⁶ 3.4% GCP growth compared to 2.4% GNP growth	\$662.5 billion (2015) 1.4% GCP growth compared to 2.5% GNP growth	Outperform national economy (percentage growth rate of gross national product) annually
	Total number of jobs	4,296 million (2016)	4,396 million (2017)	4,896 million (2040)
	Number of jobs accessible to the average New Yorker within 45 minutes by transit	1.5 million (2015)	Data Not Available	1.8 million (2040)
	Share of New Yorkers that can access at least 200,000 jobs within 45 minutes by transit	88% (2015)	Data Not Available	90% (2040)
	Number of new and preserved affordable housing units financed under Housing New York (cumulative)	21,044 (2015)	21,970 (2016)	120,000 (2024)
		40,204 (cumulative)	62,506 (cumulative)	
Number of new affordable and market rate residential units (cumulative 10 year total, by permit) ⁴	57,386 (2015)	15,011 (2016)	240,000 (2015-2024)	
	80,287 (cumulative)	95,298 (cumulative)		

New York City will have the space and assets to be a global economic leader and grow quality jobs across a diverse range of sectors

Industry Expansion & Cultivation	Total number of jobs	4,296 million (2016)	4,396 million (2017)	4,896 million (2040)
	Share of (total private sector) jobs in innovation industries	14.7% (2014)	14.8% (2015)	20% (2040)
	Median household income	\$52,996 (2014)	\$55,752 (2015)	Increase
	Gross City Product (GCP)	\$653.2 billion (2014) ⁶ 3.4% GCP growth compared to 2.4% GNP growth	\$662.5 billion (2015) 1.4% GCP growth compared to 2.5% GNP growth	Outperform national economy (percentage growth rate of gross national product) annually

- Performance Improving or Stable
- Performance Declining (< or = 10%)
- Performance Declining (> or = 10% or Zero Tolerance*)
- New Indicator or No Data Available This Year

Goal	Indicator	Previous Data	Latest Data	Target
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New York City will have a workforce equipped with the skills needed to participate in the 21st century economy

Workforce Development	Labor force participation rate	61.5% (2016)	60.3% (2017)	Increase
	Number of individuals receiving industry-focused training each year	10,800 (2015)	21,695 (2016)	30,000 annually (2020)
	Number of NYC public school students attaining Associate's or Bachelor's degrees after 6 years	19,061 (2014)	Data Not Available	Increase

New Yorkers will have access to affordable, high-quality housing coupled with robust infrastructure and neighborhood services

Housing Supply & Affordability	Number of new construction affordable housing units under Housing New York (cumulative)	7,179 (2015)	6,844 (2016)	80,000 (2024)
		13,929 (cumulative)	20,773 (cumulative)	
	Number of affordable housing units preserved under Housing New York (cumulative)	13,865 (2015)	15,119 (2016)	120,000 (2024)
		26,275 (cumulative)	41,394 (cumulative)	
Number of new affordable and market rate residential units (cumulative 10 year total, by permit) ⁴	57,386 (2015)	15,011 (2016)	240,000 (2015-2024)	
	80,287 (cumulative)	95,298 (cumulative)		

All New Yorkers will have easy access to cultural resources and activities

Culture	Rate of cultural participation in key neighborhoods ²	Data Not Available	2.7 cultural experiences per household a year	Increase
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New York City's transportation network will be reliable, safe, sustainable, and accessible, meeting the needs of all New Yorkers and supporting the city's growing economy

Transportation	Overall transit capacity into the Manhattan Central Business District (8AM-9AM)	627,890 (2015)	642,290 (2017)	753,468 (2040)
	NYC In-Season Commuter Cycling Index ³	Data Not Available	Data Not Available	844 (2020)
	Share of cargo volumes by rail	2.3% (2007)	7% (2012)	Increase by 5% (2040)
	Share of cargo volumes by water	5% (2007)	5% (2012)	Increase by 3% (2040)

Goal	Indicator	Previous Data	Latest Data	Target
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Every resident and business will have access to affordable, reliable, high-speed broadband service everywhere by 2025

Broadband	Percentage of New Yorkers who report that their household has access to the internet	79.0% (2014)	80.2% (2015)	100% (2025)
	Percentage of New Yorkers with access to free public WiFi within 1/8th of a mile from home	16.1% (2016)	26.0% (2017)	100% (2025)
	Percentage of commercial enterprises with fast internet access at 1 gbps (gigabits per second) or higher	54.2% (2016) ⁵	56.5% (2017)	100% (2025)

New and Noteworthy Changes

1. The previously reported 2015 figure was revised by the U.S. Census Bureau in March 2016.
2. DCLA is using data collected from non-profit cultural organizations as well as from the Building Community Capacity grantees in four key neighborhoods: northern Manhattan, the south Bronx, east Brooklyn, and Jamaica, Queens. These neighborhoods were chosen based on cross-agency investment by this administration and their eligibility for HUD CDBG investment. The citywide rate of cultural participation for the same time period is 40,914 per 1,000 households or 40 cultural experiences per household a year.
3. DOT previously tracked citywide cycling using the NYC Commuter Cycling Indicator, which was calculated based on counts of bike riders at the bridges and streets leading into Manhattan south of 60th Street. Although helpful for analyzing cycling trends in the Manhattan core, this metric didn't capture growing cycling activity across the five boroughs. Moving forward, DOT will track citywide cycling by the number of New Yorkers who report cycling several times a month, as measured in the DOHMH Community Health Survey. This metric will give a true citywide picture of the number of New Yorkers who are regularly using cycling for their transportation needs.
4. Unusual increase in CY2015 and subsequent decline in CY2016 likely attributable to expiration of 421-a tax incentive program
5. Data for 2016 has been updated to reflect access to 1 gbps availability regardless of technology.
6. The 2014 Gross City Product (GCP) reported in the 2016 OneNYC Progress Report was revised down from \$679 billion to \$653.2 billion. GCP is subject to in-house revisions in accordance with the economists at Moody's.

- Performance Improving or Stable
- Performance Declining (< or = 10%)
- Performance Declining (> or = 10 or Zero Tolerance*)
- New Indicator or No Data Available This Year

Goal	Indicator	Previous Data	Latest Data	Target
Vision-level indicator	Number of New Yorkers lifted out of poverty or near poverty based on simulating wage changes to 2013 data and tracking certain anti-poverty initiatives	~101,000 based on prior wage increases through 2016	~281,000 based on prior wage increases through 2017	800,000 people lifted out of poverty or near poverty by 2025
	Premature mortality rate ¹	186.00 deaths per 100,000 (2014)	184.5 deaths per 100,000 (2015)	142.6 deaths per 100,000 (25% decrease) (2040)
	Premature mortality rate disparity - Black vs. White	1.48 x (2014)	1.51 x (2015)	1.27 x (2040)
	Median household income	\$52,996 (2014)	\$55,752 (2015)	Increase

Every child in New York City will be nurtured, will be protected, and will thrive

Early Childhood	Infant mortality rate ¹	4.2 infant deaths per 1,000 live births (2014)	4.3 infant deaths per 1,000 live births (2015)	3.7 infant deaths per 1,000 live births (20% decrease) (2040)
	Infant mortality rate disparity - Black vs. White	2.9 x (2014)	3.0 x (2015)	1.5 x (2040)
	Number of 4-year-olds enrolled in full day Pre-K	68,647 (2016)	70,430 (2016)	Increase

New Yorkers of all ages will live, work, learn, and play in neighborhoods that promote an active and healthy lifestyle

Healthy Neighborhoods, Active Living	Average number of servings of fruits and vegetables that adult New Yorkers eat per day	2.3 mean servings (2014)	2.3 mean servings (2015)	3.0 mean servings (25% increase) (2035)
	Percentage of adult New Yorkers that meet physical activity recommendations	69% (2014)	Data Not Available	80% (2035)
	Percentage of NYC public high school students who report meeting recommended levels of aerobic physical activity	18.7% (2013)	21% (2015)	30% (2035)
	Rate of asthma emergency department visits by children	232 per 10,000 (2014)	Data Not Available	174 per 10,000 (25% decrease) (2035)

Goal	Indicator	Previous Data	Latest Data	Target
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All New Yorkers will have access to the physical and mental healthcare services that they need

Healthcare Access	Percentage of New Yorkers that felt that they received the medical care that they have needed in the past 12 months	90% (2014)	90% (2015)	Increase
	Percentage of New Yorkers with serious psychological distress who received mental health treatment in the past year	44% (2013)	46% (2015)	Increase

Among large U.S. cities, New York will continue to be the safest, and will have the lowest rate of incarceration, with a criminal justice system that leads the nation in fairness and efficiency

Criminal Justice Reform	Major felony crimes ²	105,921 (2015)	99,823 (2016)	Decrease
	Average daily population (ADP) in jail	10,240 (2015)	9,790 (2016)	Decrease
	Percentage of domestic violence victims not linked to shelters	53% (2015)	48% (2016)	Decrease

New Yorkers will continue to embrace Vision Zero and accept no traffic fatalities on New York City streets

Vision Zero	Number of traffic fatalities ³	231 (2015)	230 (2016)	0
	Number of serious injuries due to traffic collisions	3,529 (2015)	Data Not Available	0

New and Noteworthy Changes

- OneNYC has now included racial and ethnic disparities pertaining to these two indicators. The premature mortality rate 2040 target has been adjusted from 143.32 deaths per 100,000, to 142.6 deaths per 100,000 (25% decrease). The 2040 infant mortality rate target remains unchanged.
- Major felony crimes are reported on a calendar year basis to be consistent with the agency's standard reporting period. Major felony crimes were previously reported on a fiscal year basis. Data for 2015 has been updated.
- The previously reported 2015 number of traffic fatalities has been adjusted to account for additional data received post-publication. This indicator records year of crash rather than year of death.

■	Performance Improving or Stable
■	Performance Declining (< or = 10%)
■	Performance Declining (> or = 10 or Zero Tolerance*)
■	New Indicator or No Data Available This Year

Goal	Indicator	Previous Data	Latest Data	Target
Vision-level indicator	Greenhouse gas emissions reductions relative to 2005 ¹	12% (2014)	14% (2015)	80% reduction by 2050 relative to 2005
	Volume of DSNY-collected refuse (excluding material collected for reuse/recycling) relative to 2005 baseline of ~3.6M tons ²	3,176,900 tons (11.5% reduction) (2015)	3,196,200 tons (10.9% reduction) (2016)	90% reduction by 2030 from 2005 baseline (358,860 tons)
	Reduce risk of stormwater flooding in most affected communities as measured by backlog of catch basin repairs	0.44% (2015)	0.65% (2016)	Maintain < 1%

The New York City's greenhouse gas emissions will be 80 percent lower by 2050 than in 2005

80 x 50	Greenhouse gas emissions reductions relative to 2005 ¹	12% (2014)	14% (2015)	80% reduction by 2050 relative to 2005
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New York City will send zero waste to landfills by 2030

Zero Waste	Volume of DSNY-collected refuse (excluding material collected for reuse/recycling) relative to 2005 baseline of ~3.6M tons ²	3,176,900 tons (11.5% reduction) (2015)	3,196,200 tons (10.9% reduction) (2016)	90% reduction by 2030 from 2005 baseline of 3,588,600 tons
	Curbside and containerized diversion rate	16.0% (2015)	16.9% (2016)	Increase
	Citywide diversion rate (including all streams of waste: residential, commercial, construction and demolition, and fill)	52% (2013)	Data Not Available	Increase

New York City will have the best air quality among all U.S. cities by 2030

Air Quality	Air-quality ranking among major U.S. cities ³	4th (2012-2014)	5th (2013-2015)	1st (2030)
	Disparity in SO2 across city neighborhoods	3.20 ppb, range in winter average across CDs (2014)	1.6 ppb, range in winter average across CDs (2015)	2.25 ppb (2030)
	Disparity in PM2.5 levels across city neighborhoods	6.50 µg/m ³ range annual average across CDs (2014)	5.1 µg/m ³ range, annual average across CDs (2015)	5.32 µg/m ³ (2030)

New York City will cleanup contaminated land to address disproportionately high exposures in low-income communities and convert land to safe and beneficial use

Brownfields	Number of tax lots remediated since January 1, 2014	236 (2016)	577 (2017)	750 (2019)
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Goal	Indicator	Previous Data	Latest Data	Target
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New York City will mitigate neighborhood flooding and offer high-quality water services

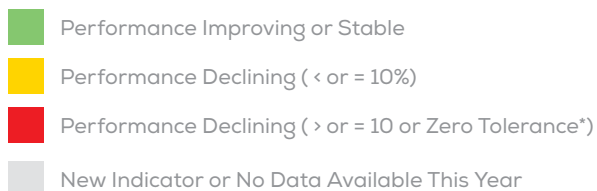
Water Management	Violations with Safe Drinking Water Act	0 violations of SDWA (2015)	0 violations of SDWA (2016)	No SDWA violations
	Backlog of catch basin repairs	0.44% (2015)	0.65% (2016)	Maintain < 1%
	Combined Sewer Overflow capture rate	79.6% (2015)	77.4% (2016)	Increase

All New Yorkers will benefit from useful, accessible, and beautiful open spaces

Parks & Natural Resources	Percentage of New Yorkers living within a walking distance of a park	81.0% (2016)	81.5% (2017)	85.0% (2030)
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New and Noteworthy Changes

- As part of the 2015 GHG inventory development, New York City integrated the outcomes of advanced modeling techniques, which had been developed as part of the City's development of the New York City's Roadmap to 80 x 50 GHG mitigation plan, into the citywide GHG emissions methodology and inventory.
- Slight increase in tonnage from 2015 due to population growth and increased economic activity; however, the rate of recycling is growing faster and the diversion rate is also rising.
- Between 2012-2014 and 2013-2015 pollution levels declined in NYC as well other large US cities. As levels decline across cities, the variation between cities also declines leading to very small and often insignificant differences between cities. As a result small changes in rankings can be difficult to interpret or attributed to changes in local emissions.



Goal	Indicator	Previous Data	Latest Data	Target
Vision-level indicators	Eliminate disaster-related long-term displacement of New Yorkers from homes by 2050	Data Not Available	Data Not Available	Eliminate (2050)
	Reduce the Social Vulnerability Index for neighborhoods across the city	4 (2010)	Data Not Available	Reduce
	Reduce average annual economic losses resulting from climate related events	Data Not Available	Data Not Available	Reduce

Every city neighborhood will be safer by strengthening community, social, and economic resiliency

Neighborhoods	Capacity of accessible emergency shelters	10,000 (2016)	10,000 (2017)	120,000 (2018)
	Rate of volunteerism among New Yorkers ¹	17.6% (2014)	17.4% (2015)	25.0% (2020)

The city's buildings will be upgraded against changing climate impacts

Buildings	Number of flood insurance policies in across the city ²	Data Not Available	55,682 (2017)	Increase
	Square footage of buildings upgraded against flood risk	264,000 (2016)	7,692,721 (2017)	Increase
	Number of elevated homes in the Build-it-Back program (cumulative)	202 (2016)	957 (2017)	Increase

Infrastructure systems across the region will adapt to maintain continued services

Infrastructure	System Average Interruption Frequency Index (SAIFI), the number of outages per 1,000 customers ^{3,4}	89.8 (2015)	85.9 (2016)	Decrease
	Customer Average Interruption Duration Index (CAIDI), the average duration of an outage in hours ^{3,4}	3.66 (2015)	2.89 (2016)	Decrease
	Percentage of hospital and long-term care beds benefitting from facility retrofits for resiliency	84% (2016)	84% (2017)	100% (2020)

Goal	Indicator	Previous Data	Latest Data	Target
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New York City’s coastal defenses will be strengthened against flooding and sea level rise

Coastal Defense	Linear feet of coastal defenses completed	84,100 (2016)	104,100 (2017)	Increase
	Acres of coastal ecosystems restored	14.9 (2016)	22.0 (2017)	Increase
	Number of residents benefiting from coastal defenses and restored ecosystems	200,000 (2015)	Data Not Available	Increase

New and Noteworthy Changes

1. NYC Service uses the Volunteering and Civic Life in America report produced by the Corporation for National and Community Service by the U.S. Census Bureau for the New York metropolitan area, including parts of Long Island and New Jersey. The previous year figure reported in the 2016 Progress Report is being updated to 17.6% for 2014.
2. This indicator was previously reported as “Percentage of households in the 100-year floodplain with flood insurance policies.” Since flood risk exists beyond the 100-year floodplain, the City will continue to report this indicator as a count of policies across the City. The 55,700 figure being reported is as of Jan. 2017.
3. Con Edison uses two nationally-recognized measures to gauge reliability. The company’s System Average Interruption Frequency Index (SAIFI) measures how often customers lose power, specifically the number of outages per 1,000 customers. The Customer Average Interruption Duration Index (CAIDI) measures the average duration of an outage in hours. The SAIFI and CAIDI values reported here for the purposes of this report only include the frequency and length of outages for New York City customers served by overhead and underground power lines, including outages attributable to major storms such as Hurricane Sandy in 2012.
4. This indicator was previously reported as “Reduce customer-hours of weather-related utility and transit outages.” The figures for SAIFI and CAIDI are replacing this indicator, and will be reported as such in future progress reports. These two indicators apply to the frequency and duration of electric outages in the New York City portion of the Con Edison service territory only. They do not include electric outages in the areas of NYC served by the Long Island Power Authority (e.g., the Rockaways). These indicators do not include transit outages.

- Performance Improving or Stable
- Performance Declining (< or = 10%)
- Performance Declining (> or = 10 or Zero Tolerance*)
- New Indicator or No Data Available This Year

DIRECTORY OF ABBREVIATIONS

100-year floodplain	The geographical area with a 1 percent or greater chance of flooding in any given year	HHC	New York City Health and Hospitals Corporation
500-year floodplain	The geographical area with a 0.2 percent chance of flooding in any given year	HPD	New York City Department of Housing Preservation and Development
ACS	New York City Administration for Children’s Services	HRA	New York City Human Resources Administration
BIC	City of New York Business Integrity Commission	HRO	New York City Mayor’s Office of Housing Recovery Operations
BOEM	Bureau of Ocean Energy Management	HUD	U.S. Department of Housing and Urban Development
CAU	Mayor’s Community Affairs Unit	LIPA	Long Island Power Authority
CBO	Community-Based Organization	LIRR	Long Island Rail Road
CEO	Center for Economic Opportunity	LPC	Landmarks Preservation Commission
CERT	Community Emergency Response Teams	MMR	Mayor’s Management Report
CSO	Combined Sewer Outflow	MOIGA	New York City Mayor’s Office of Intergovernmental Affairs
CUNY	City University of New York	MOS	New York City Mayor’s Office of Sustainability
DCA	New York City Department of Consumer Affairs	MTA	Metropolitan Transportation Authority
DCAS	New York City Department of Citywide Administrative Services	NAC	Natural Areas Conservancy
DCP	New York City Department of City Planning	NFIP	National Flood Insurance Program
DDC	New York City Department of Design and Construction	NPCC	New York City Panel on Climate Change
DEP	New York City Department of Environmental Protection	NPS	National Parks Service
DFTA	New York City Department for the Aging	NYCEDC	New York City Economic Development Corporation
DHS	New York City Department of Homeless Services	NYCEEC	New York City Energy Efficiency Corporation
DOB	New York City Department of Buildings	NYCEM	New York City Emergency Management Department
DOC	New York City Department of Correction	NYCHA	New York City Housing Authority
DOE	New York City Department of Education	NYCSCA	New York City School Construction Authority
DOF	New York City Department of Finance	NYPA	New York Power Authority
DOH	New York City Department of Health and Mental Hygiene	NYPD	New York City Police Department
DOHMH	New York City Department of Health and Mental Hygiene	NYSDEC	New York State Department of Environmental Conservation
DOI	New York City Department of Investigation	NYSDOH	New York State Department of Health
DOITT	New York City Department of Information Technology and Telecommunications	NYSDOS	New York State Department of State
DOP	New York City Department of Probation	NYSDOT	New York State Department of Transportation
DOT	New York City Department of Transportation	NYSERDA	New York State Energy Research and Development Authority
DPR	New York City Department of Parks and Recreation	NYSOSC	New York State Office of the Comptroller
DSNY	New York City Department of Sanitation	OER	New York City Mayor’s Office of Environmental Remediation
DYCD	New York City Department of Youth and Community Development	OMB	New York City Office of Management and Budget
EPA	U.S. Environmental Protection Agency	ORR	New York City Mayor’s Office of Recovery and Resiliency
FAA	Federal Aviation Administration	PANYNJ	Port Authority of New York and New Jersey
FDNY	New York City Fire Department	SBS	New York City Department of Small Business Services
FEMA	Federal Emergency Management Agency	SCA	New York City School Construction Authority
FERC	Federal Energy Regulatory Commission	SWMP	Solid Waste Management Plan
FHWA	Federal Highway Administration	TLC	New York City Taxi and Limousine Commission
FIRM	Flood Insurance Rate Map	UHI	Urban Heat Island
FRESH	Food Retail Expansion to Support Health	USACE	U.S. Army Corps of Engineers
		USFS	United States Forest Service



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