

OneNYC 2016 Progress Report



The City of New York
Mayor Bill de Blasio

Anthony Shorris
First Deputy Mayor

NYC

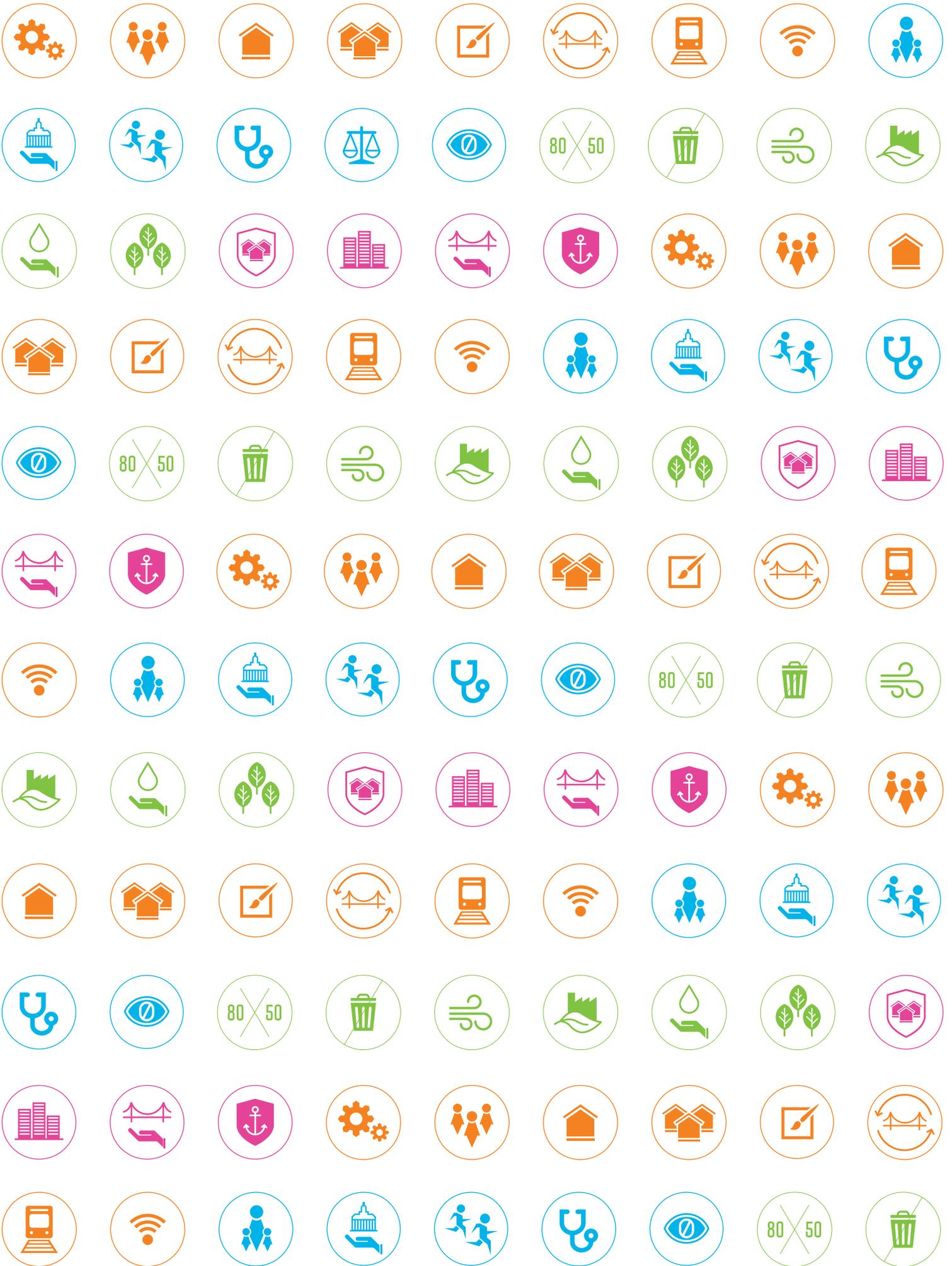


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Letter from the Mayor



Friends,

Last April, I stood in the South Bronx to release One New York: The Plan for a Strong and Just City (OneNYC), a blueprint for a city that works for all New Yorkers and that takes on the challenges of our time. OneNYC makes clear what we need to do to make our city stronger, our people better prepared for the 21st century economy, our government more responsive, and our communities able to withstand the existential threats posed by climate change.

One year later, 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. And we are **more resilient**: Our neighborhoods are safer and we are investing to prepare for climate change.

And that's just a start. Over the next several years, more and more will be done to build on these successes and to reach our goals of a strong and just city. OneNYC will continue to guide our actions to build the New York City we want our children to inherit. The actions we have taken and the commitments we have made will ensure that we have a dynamic and inclusive economy, a healthier environment, more affordable housing, and more reliable and resilient infrastructure. With this work, we will be prepared for the shocks and stresses ahead and will have the ability to emerge stronger.

Anything less would be unacceptable. Continuing to deliver on these commitments will require nothing less than bold, innovative solutions and strong partnerships - and New York City will be a model to inspire other cities around the world to do the same.

One year later, we are more committed than ever to continuing to build a stronger, sustainable, resilient, and equitable city—OneNYC.

A handwritten signature in white ink that reads "Bill de Blasio".

Mayor Bill de Blasio

Executive Summary

OneNYC 2016 Progress

- Reached a record total of nearly 4.3 million jobs
 - Financed over 40,000 affordable apartments, which can accommodate 100,000 New Yorkers, since 2014
 - Fought successfully to increase the minimum wage for New York City workers to \$15 by 2019
 - Tripled solar energy installations citywide since 2014
 - Expanded curbside organics collection to over 700,000 New Yorkers
 - Committed to add 2,000 electric vehicles to the City fleet by 2025—the largest municipal fleet in the country
 - Phased-out the dirtiest heating oil in city buildings
 - Secured another \$300 million for new coastal resiliency investments
-
- Over 95% of OneNYC's 202 initiatives have already launched and are underway
 - Over 90% of OneNYC's indicators are already on-track



In April 2015, *One New York: The Plan for a Strong and Just City* (OneNYC) laid out a sweeping vision for preserving and enhancing New York City’s role as a leading global city as it approaches its 400th anniversary in 2025. OneNYC is premised on the idea that environmental and economic sustainability must go hand in hand, and it sets forth a comprehensive blueprint to make that happen. A stronger, more equitable city is also a more sustainable and more resilient city—and vice versa. Lifting 800,000 New Yorkers out of poverty; dramatically reducing our greenhouse gas emissions and waste sent to landfills; achieving the cleanest air of any large U.S. city; and ensuring that those on the front lines of climate change—often the most vulnerable New Yorkers—are protected against its risks. These OneNYC goals and their corresponding initiatives will ensure that as our city grows, it also becomes stronger and more capable of meeting the challenges ahead.

OneNYC contains over 200 separate initiatives, which are now being implemented, that take an integrated approach to promoting the City’s growth, equity, sustainability, and resiliency. It recognizes, for the first time, New York City’s place in the region, and the importance of regional thinking on all of these issues. OneNYC is the product of a multi-faceted outreach and engagement process, which drew on the advice and expertise of over 70 city agencies and almost 10,000 people and community organizations. In laying out this plan, the de Blasio administration made several bold commitments, articulated in the following four visions:

- 1 New York City will continue to be the world’s most dynamic urban economy where families, businesses, and neighborhoods thrive. This will require new investments in housing, transportation, and jobs to support a growing population.**
- 2 New York City will have an inclusive, equitable economy that offers well-paying jobs and opportunity for all to live with dignity and security. Inclusive growth will require actions to raise wages and lift New Yorkers out of poverty, achieve better health outcomes, and ensure economic opportunity for all.**
- 3 New York City will be the most sustainable big city in the world and a global leader in the fight against climate change. We seek to drastically reduce our greenhouse gas emissions, send far less waste to landfills, and achieve the best air quality of any big city in the country.**
- 4 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. This means making investments in our communities and infrastructure to build resiliency in the face of future shocks and stresses.**

Today, we are growing, we are more equitable, we are more sustainable, and we are more resilient than ever before.

These outcomes do not come easily. Since last year, the City has worked tirelessly to achieve these visions. And while they are, by necessity, long-term outcomes, some taking decades to accomplish, they require an immense effort *now* in order to ensure the success of these strategies.

In just the past year, we have made the following progress on OneNYC's major goals:

New York City will achieve best air quality of any large US city by 2030

Since April 2015

- ✓ **Enacted the most sweeping air code update in decades**
- ✓ **Phased out the dirtiest heating oil**
- ✓ **Launched NYC Clean Fleet to add 2,000 electric vehicles to the City fleet by 2025—the largest municipal fleet in the country**

→ **All air quality indicators continuing to improve**

New York City will lift 800,000 New Yorkers out of poverty or near poverty by 2025

Since April 2015

- ✓ **Successfully fought to increase the minimum wage for New York City workers to \$15 by 2019**
- ✓ **Announced in January 2016 that all City employees and social services contractors would earn \$15 by 2018**
- ✓ **Previously scheduled wage increases through 2015 will themselves lift approximately 100,000 people out of poverty or near poverty**
- ✓ **Expanded antipoverty programs in such areas as early childhood education and job training**

→ **Once enacted, the announced wage increases together will lift about 750,000 New York City residents out of poverty or near poverty, putting the City well on track to meet the poverty reduction goal**

New York City's greenhouse gas emissions will be 80 percent lower by 2050

Since April 2015

- ✓ Invested \$334 million in energy-saving projects in NYC's buildings, saving 114,000 metric tons of carbon dioxide and \$46 million annually
- ✓ Released groundbreaking analysis and recommendations to dramatically cut GHG emissions for NYC's one million buildings
- ✓ Signed up over 1,000 projects—more than 80 million square feet—in the Retrofit Accelerator pipeline
- ✓ Released RFI for 100% renewable energy for municipal electricity needs, which is 10% of citywide electric demand
- ✓ Committed to divest from coal in City's pension portfolio

→ Greenhouse gas emissions in 2014 dropped 12% since 2005, using new global standards, amidst economic growth, an extremely cold winter, and increased population

New York City will send zero waste to landfills by 2030

Since April 2015:

- ✓ Expanded curbside organics collection to over 700,000 New Yorkers
- ✓ Launched the NYCHA recycling program in 850 public housing buildings
- ✓ Updated City regulations to simplify recycling for businesses
- ✓ Expanded E-Waste Collection to reach more than 500,000 residents

→ 685,000 tons of waste recycled or otherwise diverted from landfills in 2015, a 5% increase

Equity and OneNYC

Equity is at the forefront of OneNYC as a guiding principle. Over the past year, this has translated into a renewed focus on policy areas not covered in prior plans, such as poverty alleviation, social services, education, and safety. It also meant revisiting themes such as growth, sustainability, and resiliency through an equity lens, with a focus on inclusive growth, environmental justice, and vulnerable populations. With substantial progress across all areas of this plan, this new focus on equity is driving improved outcomes for all New Yorkers.

New York City will spur more than 4.9 million jobs by 2040

Since April 2015

- ✓ **New York City reached a record total of nearly 4.3 million jobs in 2016**
- ✓ **Since January 2014, the city has added 256,700 private sector jobs**

New York City will finance the new construction of 80,000 affordable housing units and preservation of 120,000 affordable housing units by 2024

Since April 2015

- ✓ **Financed over 40,000 affordable apartments, which can accommodate 100,000 New Yorkers, since 2014**
- ✓ **Enacted Mandatory Inclusionary Housing to require affordable housing with new rezonings**

New York City will withstand and emerge stronger from the impacts of climate change

Since April 2015

- ✓ **Secured another \$300 million for new coastal resiliency investments**
- ✓ **Achieved major milestones on projects to protect our most vulnerable coastal communities**
- ✓ **Secured up to \$5 million in annual flood insurance savings for New Yorkers**

This is just a fraction of the progress that has been achieved over the past year. In partnership with many stakeholders and organizations, and through our collaboration with 100 Resilient Cities, pioneered by the Rockefeller Foundation, we will continue to leverage our partnerships to move all of the OneNYC initiatives forward.

The pages to come contain an exhaustive list of our milestones and benchmarks, highlighting the administration's significant progress toward making our growing city more equitable, sustainable, and resilient into the future. As we move forward, we will continue to put forth bold proposals and hold ourselves accountable for achieving them, as we continue to build a strong and just city for all New Yorkers.

Neighborhood Spotlight Bronx River Corridor

In 2015, OneNYC featured a “Neighborhood Spotlight” in each vision for the neighborhoods along the Bronx River Corridor to illustrate how the plan would impact the city at the neighborhood level.

One year later, see how OneNYC and its focus on equity is guiding future growth, sustainability, and resiliency in these vibrant communities along the Bronx River.





Progress:

A • Improved Metro-North Penn Station Access

The proposed MTA 2015-2019 Capital Plan would provide \$695 million for the Penn Station Access project, including four new stations in the Bronx for residents to have a much faster and more direct commuting option into Manhattan.

B • New Affordable Housing

The Lambert Houses complex will be replaced with a new complex with at least 1,665 units of affordable housing - an increase of at least 934 units. Additionally, two other affordable housing projects in West Farms are currently in construction.

C • A Better Hunts Point Food Distribution Center

\$150 million in City capital funding was secured in spring 2015 for a 10-year investment in this critical food hub and its jobs.

D • Sheridan Expressway Redevelopment

The City continues to work with partners to implement the plans developed through the Sheridan Expressway-Hunts Point Land Use and Transportation Study. The study calls for transforming a portion of the expressway into a boulevard with pedestrian crossings, improving access to Hunts Point with additional ramps, and land use recommendations to encourage a mix of uses along the Bronx River waterfront.

E • New Pop-up Fresh Food Markets

Harvest Home opened a new farmer's market at Hunts Point to offer local, farm-fresh produce at affordable prices. This market distributed about \$1,750 in "health bucks" food credits in its 2015 season, which means at least \$4,375 of SNAP benefits were used there.

F • Vision Zero Priority Corridors and Intersection

At the high-crash intersection of Hunts Point Avenue and Bruckner Boulevard, the City enhanced safety by installing pedestrian safety islands, pedestrian crosswalks, median extensions, and curb extensions.

G • More Sustainable 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.

H • Investment in Lyons Square Playground

Through the Community Parks Initiative, Lyons Square Playground received design input from local residents and is scheduled to open in 2017 with enhanced play equipment, basketball courts, adult fitness equipment and a new restroom.

I • Remediated Brownfields

The City led the removal of petroleum tanks and contaminated soil from a former gas station property. A newly constructed building on the site is expected to open in spring 2016 with several restaurants, a bank, and retail stores that are projected to create 140 permanent jobs.

J • Hunts Point Wastewater Treatment Plant

In 2016, the Department of Environmental Protection began designing new sludge digesters that will replace existing infrastructure and allow for on-site organic waste processing at this plant.

K • A Resilient Hunts Point

The Hunts Point Peninsula Resiliency and Evaluation Pilot Project (HP PREPP) was launched to evaluate energy resiliency and flood protection, and to design an energy resiliency pilot project. This project was guided by the Hunts Point Advisory Working Group, a group of local stakeholders.

L • A Resilient Harding Park

In Harding Park, the Department of City Planning worked with the community to develop strategies to reduce coastal flood risk, manage stormwater, and provide a community amenity. A report will be issued soon.

M • Bronx River Shoreline at Starlight Park

The Department of Parks and Recreation is leading a \$5.3 million project to create wetlands, clean up soil, restore the ecosystem, and improve Starlight Park. Design was completed in February 2016.

Vision 1

Our Growing, Thriving City

New York City will continue to be the world's most dynamic urban economy, where families, businesses, and neighborhoods thrive

<u>In 2015 the city committed to:</u>	<u>Previous data:</u>	<u>Latest data:</u>
Population	8,491,079 (2014)	8,550,405 (2015)
Median household income	\$52,250 (2013)	\$52,996 (2014)
Gross City Product (GCP)	\$655 billion (2013)	\$678 billion (2014) 3.4% GCP growth compared to 2.4% GNP growth
Total number of jobs	4.166 million (2015)	4.296 million (2016)
Number of jobs accessible to the average New Yorker within 45 minutes by transit	1.4 million (2011)	1.52 million (2015)
Share of New Yorkers that can access at least 200,000 jobs within 45 minutes by transit	83% (2011)	88% (2015)
Number of new and preserved affordable housing units financed under Housing New York (cumulative)	19,160 (2014)	21,044 (2015) 40,204 (cumulative)
Support creation of at least 250,000 to 300,000 additional housing units by 2040	22,901 (2014) 200,180 (2005-2014)	57,386 (2015)

How we did:

Industry Expansion
& Cultivation



Reached a record 4.296 million jobs and achieved the largest two-year job gain in New York City history

Workforce
Development



Launched HireNYC, the largest targeted hiring program in the nation

Housing



Financed 40,000 affordable apartments over two years and enacted Mandatory Inclusionary Housing

Thriving
Neighborhoods



Allocated \$1 billion over 10 years for infrastructure upgrades and community resources in neighborhoods slated for growth

Culture



Launched the Building Community Capacity initiative to increase cultural programming in targeted low-income neighborhoods

Transportation



Made a historic commitment of \$2.5 billion to the MTA Capital Plan; Resurfaced more lane miles of street than any year in two decades; Achieved a record increase in bike share ridership

Infrastructure
Planning & Management



Secured \$500 million in federal funding for New York City transit over the next five years

Broadband



Installed first 160 municipal Wi-Fi kiosks and launched a program to deliver free broadband service to public housing residents

Introduction

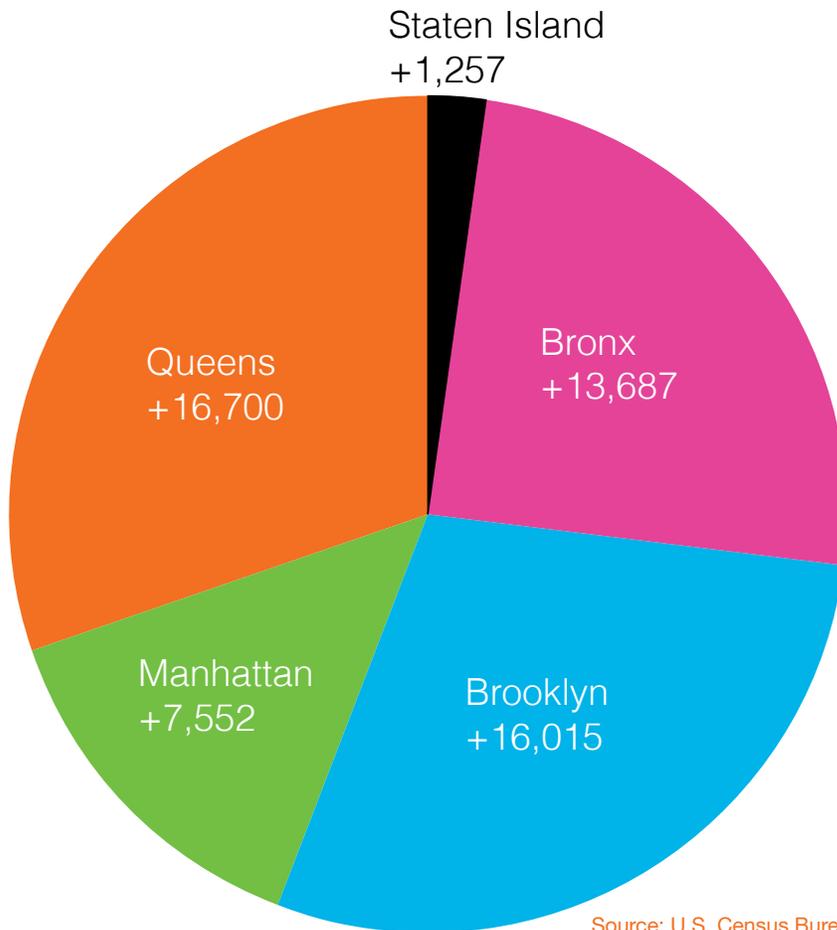
New York City’s population and economy continue to grow at a record pace, reaffirming its standing as a global city on the cutting edge of economic and cultural innovation and as a destination for tourists, talent, and investment.

New York City’s population is at an all-time high, surpassing 8.55 million residents for the first time. In 2014 and 2015, the city added more jobs compared to any two-year period in the last half-century and surpassed its records for total jobs and number of residents. The city received 58.3 million visitors in 2015, breaking the all-time record set in 2014. Residential and office construction are booming, and commercial vacancy rates decreased to about 9 percent.

This remarkable period of growth has created vast opportunities while also intensifying a number of challenges related to housing and infrastructure. And while the overall economic picture is bright, not all New Yorkers have benefited equally. Therefore, the City has made a concerted effort to promote inclusive economic development and widespread prosperity.

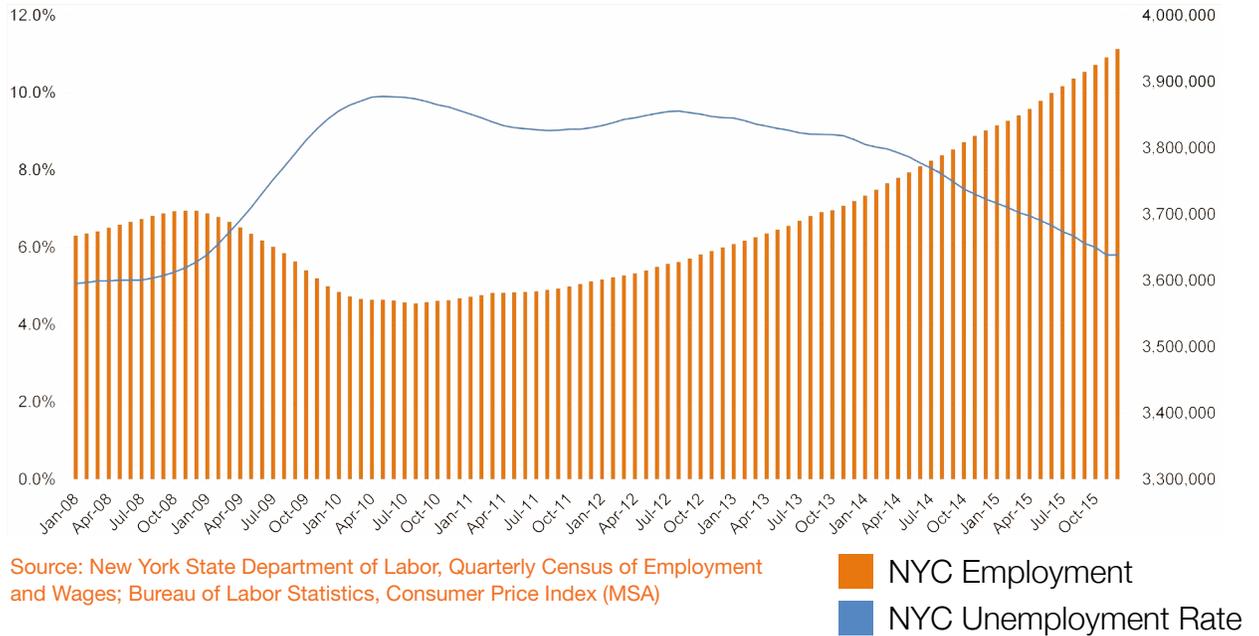
NYC Population Change from 2014-2015

Total: +55,211



Source: U.S. Census Bureau

NYC Job Growth and Unemployment Rate, January 2008 - December 2015



Key Progress: Housing

To accommodate a growing population and the increasing gap between rents and incomes, the City has made considerable progress in the last year to support the development of affordable housing and accommodate the most vulnerable New Yorkers.

In 2015, the City financed the production or preservation of 21,000 units of affordable housing, bringing the total to over 40,000 units over the past two years, enough to house 100,000 New Yorkers. The City Council also approved Mandatory Inclusionary Housing (MIH), the most rigorous zoning requirements for affordable housing of any major U.S. city. MIH will assure that as we increase desperately needed housing capacity in New York City, a percentage of that housing will be affordable, not only to first-time occupants, but permanently—for generations to come. This legislation, coupled with one of the most significant updates to the Zoning Resolution in decades, will allow the City to build affordable housing and senior housing less expensively and deploy tax dollars more wisely. The City also moved more than 22,000 people from shelters to housing, helped keep about 91,000 people in their homes, and was acknowledged by the federal government for ending chronic veterans’ homelessness.

Key Progress: Industrial Expansion and Workforce Development

The administration has focused resources on advancing an economic agenda that promotes economic growth while combatting inequality through customized sectoral strategies, robust workforce development programs, and enhanced support for small businesses.

Employment is at an all-time high and recent job gains have been the most rapid in decades. Since January 2014, New York City has added 254,900 jobs, including a dramatic increase in job growth in neighborhoods outside of Manhattan. Employment growth has occurred across all sectors and has been robust across all wage levels. The city’s unemployment rate fell to its lowest point since the recession, and real wages grew significantly across most industries following a period of contraction from 2007 through 2013.

Diversification of the city's economic base toward non-finance industries is helping to create a stronger and less volatile local economy, with sectors such as technology, professional and business services, health and social services, and manufacturing seeing gains. For instance, major support was provided to the manufacturing sector through the release of the City's Industrial Action Plan and the creation of a \$150 million Industrial Development Fund.

The City also announced a \$150 million Early Stage Life Sciences Initiative to help position New York as a global capital for life sciences innovation. There were also significant investments made in City-owned assets such as the Hunts Point Food Distribution Center (HPFDC), the Brooklyn Navy Yard, and the Brooklyn Army Terminal, which will create thousands of jobs and provide space for growing companies. The Small Business First program has reduced the regulatory burden on the city's small businesses, and a number of groundbreaking workforce development programs were created or expanded, such as HireNYC and Industry Partnerships, to ensure that New Yorkers are trained for higher-paying, higher-skilled jobs in growing sectors.

Key Progress: Transportation and Broadband

Over the past year, the City demonstrated a deep commitment to modernizing, expanding, and improving infrastructure systems in order to accommodate growth.

In 2015, the administration made a historic commitment of \$2.5 billion to the Metropolitan Transportation Authority (MTA) Capital Plan and successfully lobbied the federal government to add \$100 million of transportation funds every year for the next five years as part of the Fixing America's Surface Transportation Act. The City announced a major expansion of citywide ferry service and the Brooklyn Queens Connector (BQX), a visionary streetcar project that will connect growing job hubs and residential neighborhoods along the Brooklyn-Queens waterfront.

The City resurfaced more lane miles of streets in 2015 than any other year going back two decades, completed the thousandth mile of the bike network across the five boroughs, implemented Select Bus Service on two of the City's busiest routes, and saw record increases in bike share ridership. In addition, a \$1 billion Neighborhood Development Fund was created in the capital budget to support infrastructure investments in neighborhoods growing as a result of land use changes.

Finally, the City made major strides toward its goal of providing access to fast, reliable, and affordable broadband service to every resident and business. LinkNYC was launched as the largest and fastest free Wi-Fi network in the world, with over 500 phone booths slated to be converted to Wi-Fi hubs by July 2016. In addition, work has begun to provide broadband to five large New York City Housing Authority (NYCHA) public housing complexes, with Queensbridge Houses expected to break ground in May 2016.



Industry Expansion & Cultivation

Goal: 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

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

A. Maintain and grow New York City's traditional economic sectors

B. Ensure that businesses in emerging sectors are able to find and fit out the space they need to start, grow, and scale their companies

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

A. Support a state-of-the-art food production and distribution industry

B. Activate the City's industrial assets to support the creation of quality jobs

KEY PROGRESS

- Reached a record 4.296 million jobs and added 254,900 jobs since January 2014
- Released the Industrial Action Plan backed by \$115 million in new City funding
- Committed \$7.2 million to create two Urban Technology Growth Hubs
- Completed \$15 million renovation of the Brooklyn Army Terminal and allocated \$150 million to upgrade the Hunts Point Food Distribution Center facilities

INDICATORS

Spur more than 4.9 million jobs by 2040

PREVIOUS

4.166 million in 2015

LATEST

4.296 million in 2016

Increase the share of private sector jobs in innovation industries from 15 percent today to 20 percent in 2040

15% in 2013

15% in 2014 (no change)

Increase median household income

\$52,250 in 2013

\$52,996 in 2014

Continue to outperform the national economy, measured by growth in NYC GCP versus US GDP

\$655 billion GCP in 2013

\$678 billion in 2014 (City growth for last year was 2.1% for GCP, which outperformed US GDP growth of 1.9%.)

Introduction

While New York City has experienced unprecedented growth over the past several years, we continue to strategically dedicate resources to diversifying the city's economy; supporting small businesses; catalyzing growth in both traditional and innovative industries where we have a competitive advantage; and creating quality jobs and training opportunities that uplift families out of poverty. Through investments in high-quality facilities that support existing and new industries while providing opportunities for education and workforce development, the City can foster economic growth and reduce volatility.



Initiative 1 Progress: Launched the Industrial Action Plan with more than \$115 million in new City funding; Allocated \$7.2 million to create two Urban Tech Growth Hubs

Supporting Initiative Progress

1A. The industrial and manufacturing sector employs over 500,000 people across New York City, mostly in the outer boroughs. This sector is an important pathway to the middle class for many families, with annual median wages of \$56,000 and a workforce that is mostly foreign-born. In addition, approximately 60 percent of manufacturing jobs are available to individuals who do not have a college degree.

The administration has launched a series of initiatives to support industrial and manufacturing businesses as part of its Industrial Action Plan released in November 2015. The plan has 10 components, including land use reforms, investments in City-owned facilities, and new grant programs that support the following overarching goals: (1) protecting industrial neighborhoods and incentivizing development; (2) aligning City services to help industrial businesses start, grow, and thrive; and (3) training the city's workforce to meet the needs of the sector. The administration is conducting a land use study of the Industrial Business Zone in North Brooklyn and has taken steps to launch Industrial Workforce Centers across the outer boroughs, with additional initiatives to be launched throughout 2016.

The Industrial Action Plan builds upon the administration's commitment to support established firms while also positioning the City to be a leader in cutting edge industrial technologies. For instance, the New York City Economic Development Corporation (NYCEDC) recently released an RFP for its advanced manufacturing effort, Futureworks NYC, and has committed up to \$13 million to support the creation of a dedicated center with research and development labs, prototyping facilities, and business services for growing firms.

1B. The City is focused on facilitating the growth of emerging sectors such as tech, fashion, healthcare, and health-tech. As part of the Mayor's One City: Built to Last plan, the City launched UrbanTech NYC and committed up to \$7.2 million to create two Urban Technology Growth

Hubs. These hubs will feature new "step-out" spaces for entrepreneurs developing clean technologies and "smart city" innovations that tackle pressing challenges related to energy, waste, transportation, food, and water. In February 2016, NYCEDC selected New Lab to develop a hub at the Brooklyn Navy Yard, and selected Grand Central Tech to develop a hub in midtown Manhattan. Together, the hubs in Brooklyn and Manhattan will activate over 100,000 square feet of affordable, flexible work space, equipment, and shared resources for growth-stage companies that have "graduated" from the City's early stage incubator or accelerator programs.

New York City's fashion industry is a vital component of the city's cultural, creative, and production economy, employing



Health tech worker



more than 184,000 people and generating \$11.6 billion in wages. The City continues to support the fashion industry through its Made in NY fashion initiative, a suite of targeted public-private partnerships designed to support talented entrepreneurs, and fashion manufacturing companies. Made in NY has helped showcase over 150 NYC-based fashion brands to millions of viewers, connected emerging businesses with over 75 industry-leading mentors, generated over \$500,000 in sales for NYC-based designers, and awarded over \$4.5 million in financing and prizes to emerging and small fashion businesses.

Since April 2015, the administration has launched new initiatives to help grow digital health startups and enhance the competitiveness of the City's hospitals, payers, and clinics. To date, these initiatives have reached more than 5,000 New Yorkers with new healthcare tools. For instance, in February 2016 the City launched Digital Health Breakthrough Network, which offers rapid validation for early-stage health tech startups by facilitating collaboration with NYC-based healthcare providers. Digital Health Marketplace complements this program by connecting buyers and sellers of enterprise-ready health technologies through curated matchmaking, technical assistance, and competitive funding for pilot projects. Digital Health Marketplace facilitated 140 matches between startups and prospective healthcare clients and awarded a total of \$500,000 to 11 pilot projects to improve care and lower costs. Additionally, the City is actively developing a portfolio of initiatives and working with the Department of Health and Mental Hygiene (DOHMH), NYCHA, the Department of Housing Preservation and Development (HPD), and NYC Health + Hospitals to preserve and expand access to primary care services in underserved neighborhoods, irrespective of the patient's ability to pay or immigration status. The first new community health center opened in Van Nest, Bronx, in February 2016, and the City anticipates supporting the expansion of at least eight new health centers by the end of 2016 through the Caring Neighborhoods/Community Health Center Expansion Program.

Initiative 2 Progress: Allocated \$150 million to upgrade the Hunts Point Food Distribution Center facilities; Completed \$15 million renovation of the Brooklyn Army Terminal Annex Building

Supporting Initiative Progress

2A. The City-owned Hunts Point Food Distribution Center (HPFDC) functions as the region's primary wholesale markets for produce, meat, and fish. Twenty-two million people in the New York metropolitan region consume food distributed through the markets, and the markets serve as a hub for regional, national, and international food distribution. NYCEDC is working to enhance the long-term viability, attractiveness, and competitiveness of the HPFDC. The City's investment strategy for the HPFDC will create a food cluster comprised of modern, resilient facilities, and diverse, job-intensive food uses. Critical goals for the future of the HPFDC include:

- Fostering innovation and entrepreneurship within the center
- Anchoring a world-class industrial food cluster in the broader Hunts Point Peninsula
- Maximizing economic development spillover effects in the South Bronx



124 E 14th Street Redevelopment

Technology, Advertising, Media, and Information (TAMI) companies account for almost 40 percent of commercial leasing activity in the city, and these companies require additional affordable space to continue to grow.

In early November 2015 NYCEDC released the RFP for a development opportunity at 124 E 14th Street in Union Square with the goal of creating a hub for companies in high-growth industries. This project will build upon the City's past investments in incubator spaces by expanding the supply of office space for maturing start-ups.



- Supporting a robust food distribution system for retailers, wholesalers, institutions, and other food manufacturers citywide

In August 2015, NYCEDC executed a lease amendment to allow a 100,000 square foot expansion by Baldor Specialty Foods to its existing 200,000 square foot facility, which is expected to create 350 jobs over eight years. Planning for projects at the New Fulton Fish Market and Hunts Point Cooperative (Meat) Market is well underway. A major rail infrastructure construction project at the Produce Market is over fifty percent complete; electrical upgrade work is underway; and plans for lighting upgrades are underway. NYCEDC has also worked with local stakeholders to identify resiliency priorities for a federally-funded pilot project.

In the coming years, NYCEDC plans to advance fish and meat market projects in partnership with the cooperative markets, advance rail and building infrastructure projects at the produce market, commence brownfields remediation work leading to the development of a new facility to accommodate additional food businesses, and conduct resiliency feasibility studies to identify potential new projects.

2B. Over the past several years, phased renovations have opened approximately three million square feet of space at the Brooklyn Army Terminal (BAT), currently occupied by approximately 100 industrial businesses. This year, a \$15 million investment to renovate the 55,000 square foot BAT Annex building was completed, and renovations to bring an additional 500,000 square feet online have begun. BAT is welcoming an influx of new companies that will bring new energy and quality jobs to Sunset Park's growing innovation district.

An Industrial WorkForce 1 Center will open in 2016 to provide employment services for members of the local community and vital services to industrial businesses at BAT and throughout Sunset Park. BAT will also house an Advanced Manufacturing Center, anticipated to open in 2017, which will help position Sunset Park and greater NYC as a center for innovation. Additionally, once implemented, Citywide Ferry Service will improve access to BAT and the greater Sunset Park neighborhood, thus enhancing transit networks for growing businesses.

NYCEDC released an RFP to reactivate maritime service at the South Brooklyn Marine Terminal in November 2015 and received proposals in March 2016. The RFP seeks maritime industrial tenants to further develop this 72-acre site in Sunset Park. Reactivation of the terminal will contribute to the City's goal of encouraging greater movement of freight by boat and rail, modes of transportation that are more environmentally sustainable than traditional trucking. The maritime industry is also a reliable source of middle class jobs.



New commercial space at the refurbished Brooklyn Army Terminal Annex



Initiative 3 Progress: Reduced regulatory burden and improved access to services through Small Business First program

Small Business First (SB1) has improved access to business services by opening the NYC Small Business Support Center in Queens to provide regulatory and support services from the Department of Consumer Affairs (DCA), DOHMH, and the Department of Small Business Services (SBS). A team of new client managers provides one-on-one assistance to business owners navigating the regulatory process. To save business owners time and money, SB1 worked with regulatory agencies to ensure that over 600 violation codes can be resolved online, by phone, or by mail. SB1 also held nearly 100 educational events across all five boroughs in the form of data-driven educational outreach fairs where business owners could speak with multiple agencies at the same event, and hosted weekly Small Business Owners' Nights in every borough. SB1 also simplified regulatory processes by helping agencies create business toolkits with plain language guides to better explain their processes; by launching two new digital tools to help businesses avoid common violations and find specific regulations; and by crafting new training courses for City agency staff on customer service and communication processes.



SBS Business Prep workshops in Red Hook and Chinatown



Workforce Development

Goal: New York City will have a workforce equipped with the skills needed to participate in the 21st century economy

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

- A. Establish and expand Industry Partnerships
- B. Use Common Metrics for workforce programs
- C. Create bridge programs to prepare low-skill job seekers
- D. Ease path to employment for formerly incarcerated people

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

- A. Leverage City investments to create jobs and training opportunities for New Yorkers, and encourage targeted hiring.
- B. Capitalize on the Career Pathways Construction Industry Partnership to create and expand construction training and employment opportunities for traditionally underrepresented New Yorkers
- C. Support the creation of, and training for, green jobs

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

- A. Significantly expand access to computer science/technology education across New York City public schools by 2020
- B. Strengthen and expand Career and Technical Education programs.
- C. Expand Transition Coordination Centers to every borough by 2020 to improve postsecondary outcomes for students with disabilities
- D. Explore the opportunity to create bilingual learning environments to promote multilingualism among New York City students

Initiative 4: Increase postsecondary attainment

KEY PROGRESS

- Launched HireNYC, the largest targeted hiring program in the nation, to connect the City’s workforce development service to economic development projects
- Created three new Industry Partnerships and expanded the reach and training offerings of the two existing Industry Partnerships
- Signed the Fair Chance Act into law, strengthening prohibition of employment discrimination based on an individual’s record of arrest or criminal conviction
- Launched the Computer Science for All initiative to provide high-quality computer science education at every school by 2025

INDICATORS	PREVIOUS	LATEST
Increase workforce participation rate from current rate of 61 percent	61% workforce participation in 2015	61.5% workforce participation in 2016 (no change)
Increase the number of individuals receiving City-sponsored, industry-focused training each year to 30,000 by 2020	8,900 receiving job training in 2014	10,800 receiving job training in 2015
Increase the number of New York City public school graduates attaining associate’s or bachelor’s degrees	None stated	19,061 in CY 2014

Introduction

While the New York City economy is growing at a record pace, nearly one-third of the 364,450 private sector jobs added between 2009 and October 2015 are in low-wage industries. The Career Pathways framework, established in late 2014, is critical to fostering a more inclusive economic growth across the five boroughs. Career Pathways sets a broad vision for transforming the City’s workforce system through action steps focused on building skills employers seek, improving job quality, and enhancing systems and policy coordination. The framework describes how elements of the City’s workforce system should align and connect to one another, supporting individuals along an established route to stable employment offering family-supporting wages. The NYC Mayor’s Office of Workforce Development (WKDEV) leads the citywide effort to implement Career Pathways by building the capacity of



City agencies and service providers to implement this vision, providing expertise in program design, identifying new opportunities for funding, and making strategic connections across entities and programs.

Initiative 1 Progress: Expanded industry partnerships with more than \$1 million co-invested; Enacted Fair Chance Act prohibiting employment discrimination based on a record of arrest or criminal conviction

Supporting Initiative Progress

1A. In early 2016, the Department of Small Business Services established the Industrial, Construction, and Food Service Industry Partnerships and conducted executive searches to lead a Retail Partnership. The City’s existing Industry Partnerships in Healthcare and Technology each engaged businesses and made use of local labor market data to redesign skills training curricula and launch new industry-informed training programs. These partnerships have earned national recognition and awards, serving as models for communities across the country. More than \$1 million in private philanthropic funds have been co-invested in these public-private partnerships.

1B. The Mayor’s Office of Operations and WKDEV released a set of Workforce Common Metrics in July 2015 that standardizes the terms used to describe key performance measures. WKDEV began working with agencies to incorporate these metrics into RFPs. The Mayor’s Office of Operations is developing a single platform to integrate workforce data and is working with City agencies to assess how current data collection practices align with Common Metrics.

1C. Bridge programs pair academic instruction and workforce services, building the competencies necessary for work and education alongside career and supportive services. In summer 2015, the NYC Center for Economic Opportunity and CUNY launched the Building Bridges Professional Development course, which was attended by more than 120 staff from 60 community-based organizations. In November 2015, WKDEV established the NYC Bridge Bank, an online resource for contextualized bridge and occupational bridge



Industry Partnerships

Both the New York Alliance for Careers in Healthcare (NYACH) and the Tech Talent Pipeline have earned national recognition and awards, serving as models for communities across the country. In 2015, President Obama recognized the Tech Talent Pipeline as a model partnership in his announcement of the White House’s TechHire initiative, which will award \$100 million in grants in mid-2016 to collaborative initiatives that prepare lower-skilled and entry-level individuals for tech jobs. The National Fund for Workforce Solutions, an initiative of national and local funders committed to the development of Industry Partnerships, recognized NYACH and the New York City Workforce Innovation Fund with the Chair’s award for Exemplary Collaborative, highlighting the strong public/private partnership that has supported the expansion of NYACH’s work in the past year.

Tech training





program curricula, program design manuals, and teachers' guides. Two programs—CUNY Prep and the CEO/DYCD Young Adult Literacy Program—were redesigned and are now being delivered as bridge programs.

1D. On June 29, 2015, Mayor de Blasio signed Intro. 318-A, the Fair Chance Act, which strengthens provisions of the New York City Human Rights Law prohibiting employment discrimination based on an individual's record of arrest or criminal conviction. The law forbids most employers, labor organizations, and employment agencies from inquiring about or considering the criminal history of potential and current employees until conditional offers of employment or promotion have been extended. The Commission on Human Rights engaged multiple City agencies and stakeholders from the business and advocacy communities to inform the content of the act. On October 27, 2015, the law became effective, and in March 2016, the commission published a Notice of Rulemaking for implementing its legal guidance as commission rules.

Initiative 2 Progress: Launched HireNYC, one of the country's largest targeted hiring programs, connecting the City's workforce development services to economic development projects

Supporting Initiative Progress

2A. HireNYC, one of the largest and most ambitious targeted hiring programs in the nation, was launched in October 2015 to help New Yorkers access jobs created by the City's purchases and investments. The program expands current targeted hiring programs and creates new guidelines to require employers receiving City contracts, working on development projects receiving City

subsidies, or meeting job projection targets to work with the City's public workforce system. HireNYC will leverage this spending to help provide New Yorkers access to thousands of jobs. The City is incorporating HireNYC requirements into RFPs for goods and services and human services contracts, and is developing an employer-friendly portal for businesses with HireNYC obligations to engage with the workforce system.

2B. The Construction Industry Partnership was established in early 2016. Since April 2015, 93 New Yorkers affected by Hurricane Sandy were connected to construction pre-apprenticeships, and 100 New Yorkers were connected to employment in construction-related occupations, such as carpentry and cable installation.



New Yorker receiving job readiness assistance at a Workforce1 Center



Bioswale installation



2C. The City will create entry-level jobs to maintain its growing portfolio of green infrastructure assets. The Department of Environmental Protection (DEP) plans to hire 260 maintenance and horticultural workers by June 2018 to monitor and maintain the agency’s growing number of bioswales and other stormwater management tools in public areas. These jobs will provide workers with opportunities for further professional advancement within DEP.

In addition, the City will partner with CUNY and other local providers to train 330 building operators annually in the latest energy efficiency principles and practices, with the goal of training 3,300 workers by 2025.

Initiative 3 Progress: Launched the Computer Science for All initiative; Allocated funding to create the first Transition and College Access Center; and leveraged \$1 million in federal support for dual language enrichment programs

Supporting Initiative Progress

3A. In September 2015, the City launched Computer Science for All, an ambitious program to ensure that all NYC public school students will receive meaningful, high quality computer science education at each school level by 2025. The program is being delivered through an unprecedented public-private partnership with lead partners, the NYC Foundation for Computer Science Education, and the Robin Hood Foundation. The NYC Department of Education (DOE) and partner organizations will offer an array of professional learning opportunities to train nearly 5,000 teachers across elementary, middle, and high school.

Students participate in Software Engineering Pilot (SEP) Holiday Hackathon at Microsoft, Times Square



3B. The City has invested in a range of systems and structures to ensure high quality Career Technical Education (CTE) instruction and work-based learning opportunities aligned with industry expectations and needs. New investments will support and expand industry and postsecondary partnerships and work-based learning opportunities for students; improve the quality of academic and industry-aligned instruction; and increase students’ access to CTE programs. DOE has also convened a cross-agency CTE advisory group to define an ambitious strategic plan to strengthen existing and create new, leading edge CTE programs.

3C. The Special Education Office (SEO) will establish one-stop Transition and College Access Centers (TCAC) in every borough over the next five years to provide support to students with disabilities, their families, and educators. TCACs ensure that



students with disabilities are prepared to meet post-secondary outcomes through work-based learning opportunities and professional learning experiences, as well as professional learning opportunities for educators.

SEO completed the first Professional Learning catalog for DOE staff. These Professional Learning opportunities will include topics such as career counseling and exploration, school-to-work readiness training, work-based learning, personal development and leadership training, and family education and support.

3D. DOE has developed an implementation plan to provide new dual language enrichment (DLE) programs with high quality professional development, dedicated dual language staff, parent workshops, and additional resources to ensure the successful development and implementation of this initiative. The DLE language programs received a total of \$1 million in federal funds and forty DLE programs opened in September 2015. The expansion for 2016-2017 includes 29 DLE and nine transitional bilingual educational programs, which will be implemented across 36 schools and serve more than 1,200 students across the city.

For the 2016-2017 school year for Pre-K For All, 30 programs will be dual language, built off the 11 previous DLE programs. Two hundred NYC Early Education Centers (NYCEECs) will be Enhanced Language Support (ELS) programs, increasing from 100 ELS pre-K programs. Enhanced Language Support programs offer additional supports for children in English and those whose home language is a language other than English. Finally, 11 languages will be supported, expanding from the eight languages supported during the 2015-2016 school year.

DOE recently appointed a director of world languages and expanded professional development for foreign language teachers. Last year, DOE provided four two-day trainings to 100 teachers citywide and held the Citywide Language Other Than English conference, with over 20 workshops on topics of curriculum, instruction, and assessment.



Student with college counselor at Bronx Collaborative High School

Initiative 4 Progress: Expanded college counseling so that over 75 percent of all high schools now have trained counselors

DOE launched the largest in-service training initiative for college access counselors in the country through a partnership with the Options Institute. Through a multi-year effort, DOE staff have been trained to provide high quality, individualized post-secondary planning support to all students. The trainings focus on the basics of application planning, financial aid, and working with immigrant students through the college process; helping school officials analyze their current college and career planning culture and develop a strategic plan; and working with students with disabilities and career training and college



alternatives. DOE and Options have trained 515 school staff representing 76 percent of the over 500 high schools serving New York City students. Additionally, 54 percent of all high schools have met the goal of one trained staff member for every 35 graduating seniors.

CUNY's Accelerated Study in Associate Programs (ASAP) is committed to graduating at least 50 percent of associate degree students within three years through the provision of comprehensive support services. ASAP students graduate at more than double the rates of non-ASAP students. To date, across six cohorts, ASAP has an average graduation rate of 53 percent versus 23 percent of comparison group students. ASAP enrollment in academic year 2015-2016 totals 8,000 unique students at nine CUNY colleges. In the fall of 2015, CUNY announced that Bronx Community College will become the first ASAP college. Campus-wide adoption of ASAP will serve all eligible first-time, full-time freshmen over the next four years, representing one of the most comprehensive graduation success initiatives in higher education.

CUNY received funding from the Robin Hood Foundation to adapt the ASAP model to a four-year college setting. In the fall of 2015, John Jay College of Criminal Justice launched Accelerate, Complete, & Engage (ACE) with a pilot cohort of 262 students. ACE provides all key components of the ASAP model, including financial resources and comprehensive supports aimed at boosting timely baccalaureate completion rates.



Housing

Goal: New Yorkers will have access to affordable, high-quality housing coupled with robust infrastructure and neighborhood services

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.

- A. Maximize the use of City-owned land for new housing
- B. Conduct collaborative, holistic neighborhood planning to support new mixed-income housing creation with supporting infrastructure and services
- C. Establish a Mandatory Inclusionary Housing program to promote economic diversity and affordable housing development
- D. Expand opportunities for minority- and women- owned enterprises and expand the pool of developers building affordable housing
- E. Support and expand efforts to preserve affordable units through neighborhood planning and outreach
- F. Foster large-scale development at potential major site assemblages

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

- A. Collaborate with regional municipalities and housing agencies on shared priorities

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

- A. Strengthen community-based homelessness prevention systems
- B. Create a more streamlined process for intake, assessment, and rehousing to end veteran homelessness
- C. Develop affordable housing appropriate to community needs, including housing for families, supportive housing, and senior housing
- D. Expand rental assistance and aftercare to support individuals transitioning from shelters to permanent housing
- E. Expand housing options for people with disabilities by increasing oversight, targeting placement strategies, and accessing housing subsidies
- F. Advocate for state and federal funding to increase supportive housing production

KEY PROGRESS

- **Financed over 40,000 affordable units since 2014, enough for 100,000 New Yorkers**
- **Enacted landmark Mandatory Inclusionary Housing, most rigorous program of its kind in any large U.S. city**
- **Solicited bids on six development projects where only pre-qualified M/WBE developers can participate**
- **Announced plan to create 15,000 units of supportive housing over the next 15 years**
- **Provided emergency rent assistance to 27 percent more households than the previous year**

INDICATORS

Accommodate 8.4 million households within the region by 2040, an increase of 1.1 million households

Finance the new construction of 80,000 affordable housing units and preservation of 120,000 affordable housing units by 2024

Support the creation of 240,000 total new housing units (both affordable and market rate) by 2024

PREVIOUS

6,750 affordable units built in CY 2014

12,410 affordable units preserved in CY 2014

22,901 new residential units by permits issued CY 2014

LATEST

7,179 affordable units built in CY 2015

13,865 affordable units preserved in CY 2015

80,286 new residential units by permits issued in CY 2015

Introduction

New York City continues to face an affordability crisis where over half of all city residents are paying more rent than they can afford. 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 10 years. In its first two years, the administration financed over 40,000 affordable apartments, enough affordable housing for more than 100,000 New Yorkers. In March 2016, the City Council approved Mandatory Inclusionary Housing, which



Livonia Commons is a 278-unit project by Dunn Development Corporation currently under construction. When completed the building will be 100 percent affordable, with units set aside for people with disabilities and transitioning out of the City’s shelter system.

Source: Dunn Development Corporation



makes permanent affordable housing a condition of residential development in rezoned areas. The City reached out to neighborhoods and engaged residents, civic groups, and local organizations to better understand the specific needs of their communities. With the creation of new finance tools, Housing New York leveraged its funds to create and preserve units at deeper levels of affordability and target housing to the most vulnerable populations. The administration also committed to creating 15,000 units of supportive housing over the next 15 years, and made significant strides in protecting tenants from harassment and displacement, thereby averting homelessness and shelter entry.

Initiative 1 Progress: Financed over 40,000 affordable apartments and enacted Mandatory Inclusionary Housing

Supporting Initiative Progress

1A. New York City Economic Development Corporation (NYCEDC) has released three RFPs to redevelop underutilized City-owned land with a significant affordable housing component. These RFPs include the Spofford Live/Work Campus in the Bronx, and two locations in the Hell’s Kitchen neighborhood, the Former Slaughterhouse Site and Hell’s Kitchen at Tenth. The Department of Housing Preservation and Development (HPD) issued Requests for Quotes (RFQs) for small-site new construction under the New Infill Homeownership Opportunities Program, which provides affordable home ownership opportunities for moderate- and middle-income households in new one- to four-family homes and small condominiums and cooperatives. The City completed the initial round of developer reviews and will be evaluating site specific proposals for cluster designations.

1B. The City is committed to fostering diverse, livable neighborhoods with mixed-income housing and supportive services that consider each community’s opportunities and challenges. HPD’s Office of Neighborhood Strategies works to ensure that HPD’s investments leverage broader community objectives. HPD released the Neighborhood Planning Playbook – the blueprint for a comprehensive, transparent process of early community engagement that involves all relevant City agencies and shapes plans around established community priorities. The Playbook is already being used in neighborhoods such as Greenpoint, Brooklyn and Edgemere, Queens.

The City, led by HPD and the Department of City Planning (DCP), continues to work with communities in all five boroughs to organize a series of place-based planning studies tailored to the distinct needs and character of each neighborhood. Beyond examining key land use and zoning issues, the studies take a broader look at current and future community needs to identify a wide range of strategies and investments that support neighborhood growth and vitality. These community-based recommendations will vary but are likely to encompass affordable housing preservation and development, economic development, and priority investments in



Construction of Morris Avenue Apartments – an affordable housing development in the Bronx

infrastructure and community supporting services. Studies are currently underway in seven neighborhoods around the city.

1C. In March 2016, the City Council approved legislation enabling the Mandatory Inclusionary Housing (MIH) program. The pioneering program will make affordable housing mandatory and permanent wherever new housing capacity is approved through land use actions. Production of affordable housing becomes a condition of residential development when developers build in an area rezoned for new housing capacity, whether rezoned as part of a City neighborhood plan or a private rezoning application. There is no expiration to the affordability requirement of apartments generated through MIH, making them a long-term, stable reservoir of affordable housing. It is the strongest and most flexible policy in any major U.S. city.

1D. The City’s outreach efforts have expanded to historically underrepresented professionals by building capacity and ensuring an increased role for minority- and women-owned based business enterprise (M/WBE) firms. The City launched its second class of Building Opportunity, a course for M/WBE developers looking to partner with HPD on future development work. In addition, HPD issued its first Request for Qualifications for M/WBE developers, which resulted in a pre-qualified list of firms. HPD is now soliciting bids on six new development sites where only these pre-qualified M/WBE developers are able to submit bids.

1E. A major component of the Housing New York plan is to preserve the affordability of the existing affordable housing stock. In 2015 HPD co-sponsored a series of Neighborhood Preservation HelpDesks in coordination with community and not-for-profit organizations. The HelpDesks are a user-friendly, one-stop shop model for owners of small rental buildings. Housing specialists answer questions and provide guidance on a range of preservation resources. The City is also in the process of launching its Neighborhood Preservation Consultants program, where HPD will contract with local community-based organizations to strengthen their preservation efforts.

HPD released a RFQ seeking non-profit and for-profit developers to participate in the rehabilitation and management of the Affordable Neighborhood Coop Program (ANCP) and Third Party Transfer (TPT)-Tenant Petition Cooperatives. These programs rehabilitate multifamily properties into affordable cooperatives, giving low- and moderate-income New Yorkers the opportunity to become homeowners.

In September 2015, HPD collaborated closely with the City Council to pass legislation that strengthens tenant protections for New York City residents. The three statutes limit the tactics employed by unscrupulous landlords to unlawfully push tenants out of their apartments; require written disclosures to inform tenants of their rights related to buyout offers; and ensure that tenants understand the avenues of assistance available when faced with a buyout offer. HPD also joined forces with the NYS Attorney General, the NYS Division of Homes and Community



New Stapleton Waterfront

As part of the community-driven New Stapleton Waterfront Development Plan conceived by the Homeport Task Force, a private developer will invest approximately \$150 million for the first phase of redevelopment of the 35-acre decommissioned U.S. Naval Base in Staten Island. This site is an important anchor for the neighborhood, given its central location and close proximity to public transportation. The redevelopment project will help catalyze the revitalization of Bay Street and the Stapleton community. This project is a key part of the administration's comprehensive strategy to further promote economic growth on the North Shore. The first phase of the project is anticipated to create more than 1,100 construction jobs and 150 permanent jobs. The project includes approximately 900 residential units and 30,000 square feet of ground-floor retail. NYCEDC is also constructing six acres of new waterfront esplanade. Initial Phase I occupancy and open space are expected to be complete in summer 2016.

In May 2014, Mayor de Blasio committed an additional \$95 million in City capital to fund the design and construction of future phases. This funding will allow for additional open space, infrastructure, and resiliency improvements. In 2015, NYCEDC released an RFP for the design of Phase II and Phase III open space work and selected a designer who has commenced work. Plans for these additional open space phases will be advanced in the coming years.



Completed recreation space at Hunter's Point South development site

Renewal's Tenant Protection Unit, and other City agencies to create a new Tenant Harassment Prevention Task Force to combat tenant harassment.

1F. Since April 2015, NYCEDC has led planning and implementation for major developments that support 2,500 units of affordable housing. In Hunter's Point South, Queens, the City is transforming a previously abandoned post-industrial area into one of the largest affordable housing developments in the country, and the largest built in New York City since the 1970s when Co-op City and Starrett City were completed. The project will create 5,000 total units of housing (60 percent affordable) for low-, moderate-, and middle-income families; an 11-acre waterfront park and open space; middle and high schools; and approximately 100,000 square feet of retail space. NYCEDC expects this project to catalyze more than \$2 billion in private investment and create more than 4,600 jobs. Also in Queens, the City is exploring opportunities to create up to 180 acres of new land for housing and other important community uses by decking over the Sunnyside rail yards. NYCEDC completed the existing conditions analysis and is now testing development feasibility given on- and off-site constraints. The study will be completed in summer 2016 and will guide future planning. Additionally, the City has been actively working to advance the Coney Island Comprehensive Plan, which builds on the 2009 rezoning through strategic investments in infrastructure such as new sewers and streets. These investments will unlock the potential to build up to 4,500 units of new mixed-income housing (1,000 of which will be affordable), while supporting much needed neighborhood retail, services, and jobs.



Initiative 2 Progress: Created new Regional Planning Division at the Department of City Planning

OneNYC distinguishes itself from previous plans through an emphasis on the region and the importance of regional planning. In 2015, Mayor de Blasio took the unprecedented step of inviting mayors, county executives, and other leaders from our region to City Hall for a meeting to discuss shared challenges and interests, an important first step in fostering regional collaboration.

Following the regional meeting, the Mayor's Office convened an agency listening session with 26 agencies to understand their regional concerns and how concerns are presently being addressed. A new Regional Planning Division will be established at the Department of City Planning (DCP). DCP has reached out to the other agencies to understand how the new division might support their work in addressing regional challenges, and is in the process of hiring a Regional Planning Director. By the end of 2016, DCP will set the Regional Planning Division priorities and work program, and schedule follow-up meetings with relevant agencies to discuss specific opportunities and avenues for improving regional coordination.

Initiative 3 Progress: Increased emergency rent assistance by 27 percent and launched nine new homeless rental assistance programs; Announced plan to build 15,000 units of supportive housing over 15 years; Eradicated chronic veterans' homelessness

Supporting Initiative Progress

3A. The NYC Human Resources Administration (HRA) and the Department of Homeless Services (DHS) have continued to strengthen community-based homelessness prevention programs already in place while creating new initiatives to prevent homelessness. Through programs such as Homebase, anti-eviction and anti-harassment legal services, emergency rent arrears, and Neighborhood Homelessness Prevention Outreach (NHPO), the City provides preventative assistance to families and individuals that have an identified risk of homelessness.

- As of February 2016, the Homebase program has enrolled 15,560 clients and is projected to enroll more than 25,700 clients by the end of the fiscal year.
- Since July 2014, 16,745 New Yorkers have received eviction prevention and anti-harassment legal assistance.
- In Fiscal 2015, the City helped more people with emergency rent assistance, providing rent arrears to nearly 53,000 households, a 27 percent increase from the prior year.
- As of December 2016, the NHPO program proactively contacted 563 HRA clients who, in the absence of intervention, were highly likely to apply to shelter. Of the 563 clients contacted, 93 percent were assessed for need and 41 percent of those were provided financial assistance for a housing-related need.



Additionally, from July 2014 through February 2016, new rental assistance programs and other permanent housing efforts have enabled 10,242 households comprised of 30,129 individuals to avert entry into or move out of DHS and HRA shelters.

3B. New York City was certified by the federal government as ending chronic veteran homelessness at the end of 2015. This was accomplished by expanding housing resources, increasing staffing and supports and streamlining the management of the veteran programs and move-out process. As part of the Continuum of Care efforts, a Veteran’s Task Force was created to coordinate and expedite the work to end veteran’s homelessness. Key initiatives included City funded rental assistance, veteran peer coordinators responsible for engaging and connecting homeless veterans to services, a veteran database to monitor housing activity, and a daily dashboard.

New York City successfully reduced the number of homeless veterans in the city and the Veterans Administration’s system from 4,677 in 2011 to 467 as of March 14, 2016.

3C. OneNYC, reflective of the Housing NY Plan (HNY), has prioritized the expansion of housing and support services to the city’s most vulnerable populations. In November 2015, the mayor announced plans to create 15,000 units of supportive housing over the next 15 years as a cost-effective solution to delivering stable and permanent housing for individuals and families with severe mental illness, survivors of domestic violence, homeless veterans, and other high-need and vulnerable clients.

Across New York City, the senior population continues to grow. New financial tools such as Senior Affordable Rental Apartments have increased new construction and rehabilitation of very low income senior citizen housing, creating over 2,700 units since the release of HNY. The new Extremely Low and Low Income Affordability program kicked into high gear, creating more housing opportunities for families with the lowest incomes—those making less than \$23,300 for a family of three—and the 1,081 units financed last year brought the two-year total to 2,000. Additionally, in March 2016 the City adopted Zoning for Quality and Affordability, which updates zoning regulations to lift long-standing impediments to creating affordable senior housing.

3D. An essential tool for reducing homelessness in New York City is maintaining and increasing the affordable housing stock, as well as ensuring that New Yorkers have access to rental assistance, transitional programming, and aftercare.



LINC program client receives the keys to their apartment

HRA and DHS have initiated nine new targeted homelessness rental assistance programs: Living in Communities (LINC) 1-6, the Family Eviction Prevention Supplement Program (FEPS), the Special Exit and Prevention Supplement Program (SEPS), and HOME-Tenant Based Rental Assistance (HOME TBRA). From July 2014 through December 2015, these nine HRA/DHS programs, in addition to the three ongoing DHS shelter exit strategies programs (NYCHA, Section 8, and Supportive Housing), provided rental assistance to 10,242 households comprising 30,129 individuals. Aftercare contracts are in place and in development, including four contracts to serve LINC II clients and a domestic violence specialist provider for LINC III clients.



In January 2016, the City announced a three-year plan for ending utilization of “cluster” shelter units, a 16-year-old homeless family shelter model that is expensive and lacks real services to help transition homeless families to stable housing. Whenever appropriate, these units will be returned to the permanent housing stock, including through rental assistance programs for homeless families and adults. In addition, if necessary, the City will replace shelter capacity with new models that combine affordable permanent housing, flexible shelter space, and community space in the same building. Shelter residents will receive supportive services, including rapid re-housing help.

HomeStretch is another program that creates a pathway from shelter to permanently affordable housing. In June 2015, ground was broken on construction for the first of this type of housing that co-locates transitional shelter and permanent affordable housing for formerly homeless households.

3E. HRA and DHS created the HOME TBRA program using federal funding in collaboration with HPD to provide housing options for families with a member receiving Social Security benefits and for street homeless individuals. Over 2,000 households have applied and enrollments are ongoing, with the first placement in January 2016.

In the past year, the City has also translated housing materials into six languages and revamped the online housing lottery to be more efficient and user-friendly, ensuring that City-financed housing reaches all eligible households.

3F. The City continues to advocate with the New York State Legislature to assist New York City in its goal of providing all New Yorkers with access to affordable, high-quality permanent housing. The City agenda includes increasing New York State’s commitment to supportive housing, enhancing housing assistance for HIV positive New Yorkers as part of “Ending the Epidemic,” and increasing FEPS rent levels and eligibility categories.



Thriving Neighborhoods

Goal: New York City’s neighborhoods will continue to thrive and be well-served

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

A. Pursue neighborhood planning strategies that expand opportunities for mixed-use development, and especially for attraction of retail and services to underserved neighborhoods

B. Maximize the use of available financing tools that assist the commercial components of mixed-use projects to support vibrant mixed-use neighborhoods

Initiative 2: Make strategic investments for livable neighborhoods

KEY PROGRESS

- Allocated \$1 billion over 10 years for infrastructure upgrades and community resources in neighborhoods slated for growth
- Passed landmark legislation and guidelines to support development of community assets
- Created financial tools and programs to strengthen neighborhood commercial districts

Introduction

New York City is a city of neighborhoods. As the city’s population continues to grow, neighborhood residents require basic services, healthy environments, a good quality of life, and connections to the city’s job centers that support existing and future demand.

The City has undertaken a comprehensive, interagency effort to identify strategic investments that bring necessary public transit access, quality affordable housing, retail, and services to both growing and underserved neighborhoods. This has included the creation of the Neighborhood Development Fund, a \$1 billion dedicated funding source to support a range of infrastructure investments that complement neighborhood growth; the adoption of new regulation and design guidelines that promote high-quality ground floor space for retail in housing, particularly affordable housing; and new programs that support local businesses in commercial districts throughout the city.



Business in Belle Harbor, Queens, before renovations



Business after renovations funded by the Citywide Storefront Improvement Program



Initiative 1 Progress: Enacted the most comprehensive update to the Zoning Resolution in decades; Released new design guidelines and created tools and incentives to strengthen neighborhood commercial districts

Supporting Initiative Progress

1A. Local businesses and community services play an important role in sustaining and strengthening communities. Ground-floor spaces that accommodate this activity are essential to the fabric and vitality of our communities. In March 2016, the City Council adopted the Zoning for Quality and Affordability (ZQA) zoning text amendment, which updates aspects of zoning laws to keep pace with other changing regulations, such as accessibility codes, the rise of green technologies, and other best practices for residential design and construction. This will accommodate design improvements along the street, as well as encourage better ground-floor retail space with adequate ceiling heights. HPD and the Design Trust for Public Space have developed *Laying the Groundwork: Design Guidelines for Retail & Other Ground-Floor Uses in Affordable Housing Developments*. This robust set of guidelines for designing efficient, flexible ground-floor space that can host retail and community services in affordable housing developments will complement the new regulations under ZQA.

Ciro's Pizza in Rockaway Park



The City is also conducting the North Brooklyn Industry and Innovation Study, which focuses on identifying strategies to promote job growth and economic activity in the North Brooklyn Industrial Business Zone (IBZ) and adjoining areas. This study will also explore new models for innovation districts to support 21st century jobs, with opportunities, as appropriate, for a mix of light industrial, commercial, and limited residential development.

1B. The City is exploring a variety of funding sources to finance new retail space in underserved areas to support vibrant mixed-use communities, strong commercial corridors, and neighborhood services. In July 2015, NYCEDC launched the Accelerated Sales Tax Exemption Program (A-STEP), which provides up to \$100,000 in City and State sales tax benefits to businesses undertaking capital projects. For the fiscal year 2016 pilot, A-STEP benefits are capped at \$2 million. To date, three companies have been approved for A-STEP benefits.

Since the release of the OneNYC Plan, SBS has launched the Neighborhood 360 Program to support local businesses. This includes roll out of the Commercial District Needs Assessment tool, which will commence in six to eight priority neighborhoods in partnership with local community-based development organizations (CBDOs). The tool, developed with support from the Local Initiative Support Corporation, helps CBDOs evaluate the economic health and assess appropriate strategic interventions to improve conditions of local



commercial districts. Furthermore, through the Neighborhood 360 Fellows Program, SBS began the recruitment and selection process for Fellows in 10 communities for fiscal year 2017. The program places community organizers and planners in CBDOs to facilitate increased collaboration between local stakeholders around impactful economic development initiatives.

Initiative 2 Progress: Allocated \$1 billion over 10 years for infrastructure and community resources in neighborhoods slated for growth

In an effort to ensure that City agencies’ investments in neighborhoods slated for growth complement one another and are responsive to community needs, the City has established a dedicated \$1 billion Neighborhood Development Fund (NDF). The NDF will enable the City to make public capital investments in parks, transportation, street and sidewalk beautification, community facilities, and other improvements to meet existing and future residents’ needs where additional density is planned. The NDF fosters more integrated planning, including earlier and broader collaboration between neighborhood planners and relevant City agencies, and establishes processes that ensure a holistic view of all relevant capital infrastructure needs in each neighborhood. The NDF ensures data-driven capital planning citywide to allow the capital budget to serve as a strategic—rather than solely financial—document to show where we can best leverage public and private dollars.



East New York Neighborhood Plan

Atlantic Avenue Improvements

As part of the East New York neighborhood study and community planning effort, the City identified improvements that complement opportunities for increased housing capacity along key corridors. This includes a comprehensive set of investments in open space, broadband, a new community center, streets and sidewalks, and other public realm improvements that will both meet the needs of current businesses and residents, and support future neighborhood growth.

For example, the plan includes substantial improvements to Atlantic Avenue, which today consists primarily of low-scale, auto-oriented uses with wide streets that are unsafe for pedestrians and with no new housing permitted. Under the East New York Neighborhood Plan, Atlantic Avenue would support construction of new affordable housing, gain transportation investments to make streets safer for both pedestrians and vehicles, and also receive bioswales that improve the streetscape and further enhance sustainability.





Culture

Goal: All New Yorkers will have easy access to cultural resources and activities

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

A. Provide funding and capacity-building support to local cultural organizations to create public art and programming in underserved areas

B. Facilitate cultural partnerships, such as artists-in-residence, in public agencies

C. Streamline the permitting process in order to increase access to public spaces and facilities for community events

D. Increase use of parks and public spaces by expanding cultural, educational, and civic engagement programming available to the public.

KEY PROGRESS

- Partnered with cultural organizations in low-income communities to foster the arts
- Building Community Capacity initiative
- Launched a website to create easier access to public spaces and facilities for community events

INDICATORS

Increase in number of public cultural and civic events in community districts with the highest rates of poverty and lowest rates of public cultural and civic programming

PREVIOUS

See appendix

LATEST

See appendix

Salsa dancing event at 52 Park in the Bronx. Photo courtesy of Casita Maria





Introduction

New York City is the culture capital of the world. Our vision is that all New Yorkers will have easy access to cultural resources and activities that support personal enrichment and vibrant communities.

Initiative 1 Progress: Partnered with cultural organizations in four low-income communities to foster the arts and community development

Supporting Initiative Progress

1A. The NYC Department of Cultural Affairs (DCLA) is committed to building the capacity of cultural organizations in low-income neighborhoods that have been identified by the City for cross-agency support. This allows cultural activity and assets to be integrated into overall community development. DCLA has begun partnering with cultural organizations in four low-income communities—the South Bronx, Central Brooklyn, Jamaica, and Inwood.

DCLA’s Building Community Capacity (BCC) program aims to strengthen the cultural ecosystem in these four communities. The program provides technical assistance to enhance the critical capacities of local non-profit arts organizations, ensuring they have leadership and effective operations to function as a stable and vital presence in their community. It also helps the neighborhoods establish their own comprehensive communications strategies to reach diverse and historically underserved populations. Additionally, each neighborhood receives an 18-month grant to fund a staff position dedicated to identifying local cultural needs and assets in order to develop a cohesive community vision; creating culture-related databases; and building relationships between arts organizations and other community stakeholders.

1B. DCLA has also expanded its partnerships with other City agencies with the goal of empowering more residents to participate in cultural projects. DCLA has launched four new partnerships that will allow NYC residents served by NYCHA, the Mayor’s Office of Immigrant Affairs (MOIA), the Mayor’s Office of Veterans’ Affairs, and the NYC Administration for Children’s Services to participate in NYC’s cultural life as a feature of each agency’s enhanced services. The projects have secured over \$250,000 in support, and include:

- Mayor’s Office of Immigrant Affairs: Artist Tania Bruguera will work to employ her method of *arte útil*, using art to address social and political issues that specifically impact immigrant communities.
- Mayor’s Office of Veterans Affairs: The Social Design Collective was selected to provide enhanced resources and support for the city’s population of female military veterans working and living in the Harlem area through participatory, interdisciplinary art workshops in journaling, papermaking, story sharing, drawing, sculpture, photography, and performance.
- New York City Housing Authority: NYCHA was awarded, in partnership with the Department of Cultural Affairs, a National Endowment for the Arts “Our Town” Grant to support arts and cultural programming in the Mott Haven neighborhood of the Bronx, with a specific focus on NYCHA developments and residents. As the lead organization, Casita Maria will work with



Public Artists in Residence Program

Inspired in part by Mierle Laderman Ukeles' pioneering 38-years-and-counting artist residency with the Department of Sanitation, DCLA launched a new Public Artists-in-Residence (PAIR) program to create more avenues for artists to work with New York City government agencies. Building relationships between artists and the City facilitates the reevaluation of City functions, the proposition of solutions through creative tools, and ultimately, the creation of new and meaningful links between NYC government and the public it serves. Each PAIR residency is crafted collaboratively between DCLA and a partner agency to address a specific need, population, or challenge. Residencies are structured simply and flexibly, consisting of a research phase that allows artists to engage with staff and ongoing projects on-site at their partner agency, followed by the project implementation phase as defined by the artists.

The first PAIR announced for the year was a partnership with MOIA, which invited Tania Bruguera to work with immigrant communities in Corona, Queens. Initially brought on to engage undocumented workers with the IDNYC program, Bruguera's residency has grown to address the broader critical question, "What does it mean to be a city inclusive of immigrants?" The year-long residency began in December 2015 and will continue to December 2016.

Artist Tania Bruguera's previous work, conducted during her residency with the Queens Museum.



Dancing in the Street and the South Bronx Overall Economic Development Corporation to create an arts festival and cultural trail celebrating the South Bronx's historic arts district.

- Administration for Children's Services: Through a Call to Artists, ACS and DCLA are partnering to create an artist-in-residence program to provide resources and support to LGBTQ youth in the foster care system. The artist-in-residence will be located at SCO Family of Services' Group Living for LGBTQ Youth program in their five Youth Homes and will use art practice to engage LGBTQ youth, create opportunities for LGBTQ youth to express themselves and experience NYC's cultural offerings, and further engage LGBTQ youth with the services and resources available through ACS.

1C. DCLA has launched a webpage that features links to all permitting information needed for cultural programming in order to increase access to public spaces and facilities for community events. DCLA, NYC Parks, the NYC Department of Transportation, and the NYC Street Activities Permitting Office are designing workshops on permitting for NYC's cultural organizations, with a focus on streamlining the permitting process.

1D. DCLA seeks to increase cultural and civic programming in parks and public spaces by providing grant funding to community-based cultural organizations. Pursuant to available funding, DCLA will build upon and coordinate with the publicly-sited programming efforts currently being developed as part of the Community Parks Initiative.



Transportation

Goal: 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

Initiative 1: Support full funding of the MTA capital plan

Initiative 2: Improve existing transit services

- A. Relieve congestion on major subway corridors. [Accelerate CBTC, Design & construction of SAS Ph2, Planning & design of SAS Ph3]
- B. Improve and expand bus transit throughout the City
- C. Leverage the commuter rail system to better serve New York City communities

Initiative 3: Plan for major expansions of the transit network

- A. Develop a regional transit strategy to address the growing number of commuters from west of the Hudson River
- B. Study new subway routes in underserved communities and other improvements to the subway network.]
- C. Expand the ferry network
- D. Expand and improve service to and within Staten Island

Initiative 4: Expand the City’s bike network

- A. Continue to expand the City’s bike lane network, especially to neighborhoods with limited bike infrastructure
- B. Improve bike access on bridges.
- C. Expand bike share

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

- A. Increase accessibility of the pedestrian network to people with disabilities
- B. Improve accessibility to bus services for transit users with disabilities
- C. Improve convenience and reliability of modes of transit for New Yorkers with disabilities

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

- A. Encourage water and rail freight to the New York region through projects such as the Cross-Harbor Rail Tunnel and Brooklyn Marine Terminals
- B. Reduce the impact of the trucks that must bring freight “the last mile” to market
- C. Expand JFK Airport’s air freight activity

Initiative 7: Expand airport capacity

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

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

KEY PROGRESS

- The City made a historic \$2.5 billion investment in the MTA
- Launched Select Bus Service on two new routes
- Reached 1,000 miles of City bike lanes, nearly 40 percent of which is fully protected from traffic
- Added 140 Citi Bike stations and 2,000 bikes, with a record 10 million trips logged on Citi Bike
- Resurfaced 1,144 lane miles of roads, a 20-year record
- Announced plans for the Brooklyn-Queens Connector (BQX)
- Increased service on the Staten Island Ferry

INDICATORS

PREVIOUS

LATEST

Increase overall rail transit capacity into the Manhattan Central Business District between 8-9 am by 20 percent, by 2040

627,890 person rail transit capacity to Manhattan CBD in CY 2015

No new data in 2016

Double the number of cyclists, tracked by the NYC In-Season Cycling Indicator, by 2020*

437 cyclists (2014)

No new data in 2016

Increase the share of cargo moved within the region via rail and water

2.3% share of cargo volumes by rail in 2007

No new data in 2016

5.0% share of cargo volumes by water in 2007

*DOT is revising the cycling indicator methodology and will publish new metrics in 2016

Introduction

As the number of residents and jobs in the five boroughs continued to grow, our transportation network carried an unprecedented volume of people and goods over the past year. Transit ridership continued its upward rise. On October 29, 2015, the



subway system handled over 6.2 million trips, the highest single day ridership since the late 1940s. Cyclists have also taken to the streets in record numbers. Citi Bike, the City's bike share system, provided a record 10 million bike trips in 2015, an increase of 24 percent over 2014. And freight deliveries also increased as more and more New Yorkers turned to online retailers. Overall, the city's population and employment growth continued to be supported by transit, biking, and walking.

To accommodate the city's growth and increase access to economic opportunity for all New Yorkers, OneNYC seeks to increase the capacity and reach of our transportation system, particularly our pedestrian, bike, and transit networks. In the past year, the City took several important steps toward this goal. Working with the MTA, the City pledged a record \$2.5 billion to the MTA's 2015-2019 Capital Plan, the City's largest-ever general capital contribution. In addition, the City announced the Brooklyn Queens Connector (BQX), a visionary streetcar project that will connect growing job hubs and residential neighborhoods along the Brooklyn-Queens waterfront, and selected an operator for the Citywide Ferry Service slated to launch in 2017. The City also reached a major milestone in its commitment to expand cycling: in 2015 the City's bike network grew to over 1,000 miles.

Initiative 1 Progress: Committed \$2.5 billion to the MTA Capital Plan

In October 2015, the City and State reached an agreement to fund the MTA's Capital Plan for 2015-2019. The \$26.6 billion plan pays for crucial investments in the MTA's subway, bus, and commuter rail systems, including new buses and subway cars, station improvements, tracks and signals, and expansion projects like the Second Avenue Subway. The City made an historic \$2.5 billion commitment—its largest-ever contribution—to the plan, with the Governor committing \$8.3 billion in State support. As part of the agreement, the State pledged to cease raids on dedicated funding meant for the MTA Capital Program and to give the City greater input into the program. The MTA Board approved the plan in April 2016 and forwarded it to the Capital Program Review Board for a vote, the final step in the process.

7 train interlocking at Hudson Yards





M86 Select Bus Service with BusTime sign

Initiative 2 Progress: MTA allocated \$1 billion to complete work on Phase 2 of the Second Avenue Subway

Supporting Initiative Progress

2A. MTA allocated \$1 billion to complete work on Phase 2 of the Second Avenue Subway

To keep New Yorkers moving, we also need to make the existing subway system more efficient. The City’s \$2.5 billion MTA contribution will help advance Communications-Based Train Control (CBTC) on three routes: the Queens Boulevard Line in Queens (E, F, M, and R trains), the Eighth Avenue Line in Manhattan (A, C, and E trains), and the Culver Line in Brooklyn

(F train). CBTC improves safety and allows the MTA to provide more frequent service to reduce overcrowding and delays. The MTA Capital Plan also allocated \$1 billion to begin design and construction of Phase 2 of the Second Avenue Subway, which will extend service from 96th Street to its northern terminus at 125th Street.

2B. Launched Select Bus Service on two new routes

The City and the MTA continued to expand Select Bus Service (SBS), which reduces travel times and increases reliability for riders. In 2015, the City and the MTA implemented SBS on two of the City’s busiest routes: the M86 in Manhattan and the Q44 in Queens and the Bronx. The City and the MTA are currently working on plans for seven additional SBS routes, including Utica Avenue in Brooklyn, 23rd Street in Manhattan, and crosstown in the South Bronx. Many of the upcoming routes will improve transit service to neighborhoods with limited subway access. The City also won approval in Albany to dramatically expand its bus lane camera program, which helps keep bus lanes clear and bus passengers moving. The City can now implement bus lane cameras on 11 additional routes, bringing the total number of camera-enforced routes to 16. In the past year, cameras were installed on 125th Street and along the Q44. Finally, the City has secured funding to install 350 BusTime signs, similar to subway countdown clocks. BusTime signs will be a standard feature at all SBS stations and will also be installed at busy local bus stops.

2C. Worked with MTA to plan four new commuter rail stations in the Bronx

The commuter rail system crisscrosses the city but is relatively underutilized by New Yorkers for travel within the city. The City has made progress on this issue. First, the MTA Capital Plan funds the Metro-North Penn Station Access project, which will bring four new commuter rail stations to underserved communities in the Bronx. In addition, as part of the City’s Capital Plan funding agreement with the State, the MTA will examine options for reducing commuter rail fares for trips within the city.



Initiative 3 Progress: New and expanded transit services

Supporting Initiative Progress

3A. Advanced creation of two new commuter rail tunnels under the Hudson, and providing input on efforts to replace the Port Authority Bus Terminal

The number of daily commuters traveling from New Jersey to Manhattan by rail and bus continues to grow, but the capacity of our bus and rail infrastructure has not kept pace. In 2015, the U.S. Department of Transportation reached a funding agreement with the States of New York and New Jersey for the massive Gateway project, which will create two new commuter rail tunnels under the Hudson River. The City continues to work with state, federal and regional partners to advance the project. The City also continues to provide input to the Port Authority's effort to replace the aging Port Authority Bus Terminal.

3B. MTA allocated \$45 million to construct a station connector at Livonia Avenue/Junius Street and \$5 million to study extension of the 4 train down Utica Avenue in Brooklyn

For New York City to thrive, we must not only maintain and improve the existing transit network, but also expand it. As part of the MTA capital funding agreement between the City and State, the MTA allocated \$5 million for a study of an extension of the 4 train down Utica Avenue in Brooklyn. The MTA also allocated \$45 million to construct a connector between the Junius Street 3 train station and the Livonia Avenue L train station, which will provide more travel choices to residents of Canarsie and East New York. Additional funds were also made available for access improvements at subway stations in growing neighborhoods.

3C. Announced citywide ferry service to begin in 2017

Ferries offer an affordable and convenient transit option to residents in waterfront neighborhoods, many of which are underserved by transit. Over the past two years the City held over 150 meetings with elected officials and communities to discuss the citywide ferry plan. In 2016, the City selected an operator for the new service and is now completing an environmental review; the City will soon be securing permits and installing additional landings. Service between Manhattan, the Rockaways, South Brooklyn, and Astoria will begin in 2017, with additional routes opening in 2018. New Yorkers will be able to ride the Citywide Ferry Service for the same price as a single subway ride fare, dramatically increasing transit options for hardworking New Yorkers. The existing East River Ferry network will be integrated with the new routes into one comprehensive system, allowing customers free transfers between routes.

Staten Island Ferry





3D. Increased service on the Staten Island

Ferry

In October 2015, the City initiated 30-minute service frequency on the Staten Island Ferry—around the clock. Working with the MTA, the City also implemented transit signal priority along Staten Island’s Hylan Boulevard to speed bus service. Finally, the MTA Capital Plan includes \$5 million for environmental work for North Shore Bus Rapid Transit, which promises to bring better transit service to communities along the borough’s growing North Shore.

Initiative 4 Progress: Expanded bike network

Supporting Initiative Progress

4A. Reached 1,000 miles of bike lanes, nearly 40 percent of which is fully protected from traffic

2015 was a banner year for cycling in New York City. In 2015, the City installed over 58 miles of bike lanes, exceeding its target of 50. Included were 12 miles of protected lanes, the highest one-year total for protected lanes on record. The City also initiated community bike studies in Bushwick and Sunset Park, Brooklyn and Ridgewood, Queens. Overall, the City reached a major milestone: our bike network reached 1,000 miles. Nearly 40 percent of this network is fully protected from traffic, either on or off street.

New York City remains committed to doubling cycling in the five boroughs by 2020. The previous indicator for this goal, the NYC In-Season Cycling indicator, was based on counts of bike volumes on the East River bridges, the Hudson River Greenway, and the Staten Island Ferry. The metric provided a valuable historical perspective on biking, but failed to capture bike trips outside of Manhattan or within Manhattan that do not touch the greenway. To address this gap, the City is drawing on survey data in addition to bike counts to develop a new set of cycling measures. These measures, which will be unveiled in spring 2016, will more effectively reflect cycling use citywide.



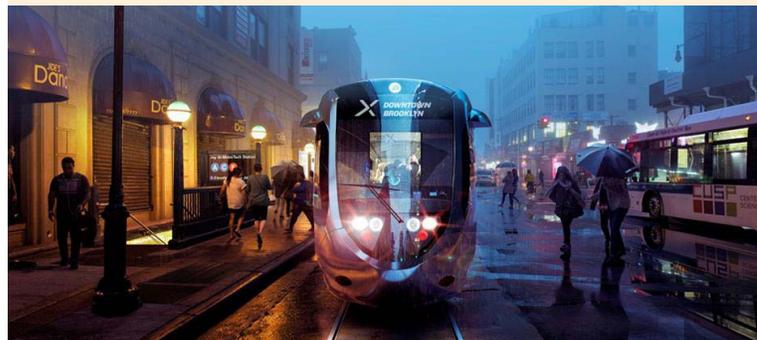
Brooklyn-Queens Connector (BQX)

To address the need for additional transit options along the rapidly growing Brooklyn-Queens waterfront, Mayor de Blasio announced in the 2016 State of the City address that the City will build the Brooklyn-Queens Connector (BQX), a modern streetcar system that will stretch 16 miles from Astoria, Queens to Sunset Park, Brooklyn.

The route of the BQX will tie together several “innovation clusters” in which the City has made significant economic development investments, including at the Brooklyn Navy Yard, the Brooklyn Army Terminal, and the Cornell Tech campus on Roosevelt Island. The BQX will also provide a transportation link to 13 NYCHA developments that house more than 40,000 tenants—roughly 10 percent of the City’s public housing residents. At nearly 50,000 passengers per day at full build out, the BQX will save riders anywhere from 10-15 minutes on each ride, getting the City closer to achieving the OneNYC goal of providing New Yorkers access to more jobs within a 45 minute commute via public transit.

The BQX will operate in a primarily dedicated right-of-way separated from vehicular traffic, allowing it to move at faster speeds. The BQX will utilize state-of-the-art emissions-free technology to help the City work toward its OneNYC goal of reducing greenhouse gas emissions 80 percent by 2050. The system will also be fully accessible and meet the requirements of the Americans with Disabilities Act.

Following extensive community outreach, the project is expected to break ground by 2019-2020.





Installed bike lanes on Queens Boulevard in Woodside, Queens



4B. Installed protected bike lanes, created bike connections, and improved bike access on bridges

In 2015, the City completed installation of protected bike lanes on the John Jay Byrne Bridge on Greenpoint Avenue, Brooklyn, as well as the Honeywell Street Bridge in Long Island City, Queens. In addition, the City created a series of bike connections to the newly reopened High Bridge in Upper Manhattan. At the urging of the City, the MTA has also taken steps to improve bike access over the Verrazano Narrows Bridge (which lacks a bike path), and is installing bike racks on the S53 and S93 bus routes as part of a pilot.

4C. Added 140 Citi Bike stations and 2,000 bikes; Over 10 million trips logged on Citi Bike

2015 was the best year yet for our growing bike share system, Citi Bike. Bike share has become an integral part of the New York City transportation system, with Citi Bike logging over 10 million trips in 2015 alone. Citi Bike expanded north to 86th Street in Manhattan, as well as to Long Island City in Queens, and additional parts of Williamsburg, Greenpoint, and Bedford-Stuyvesant in Brooklyn. In addition, Citi Bike completed major upgrades to the program's software and hardware in 2015, resulting in a better experience for riders. The City continued outreach for program expansion scheduled to occur in 2016 and 2017.

Initiative 5 Progress: More Accessible Transit Services

Supporting Initiative Progress

5A. Installed or upgraded over 2,100 pedestrian sidewalk ramps

In 2015, the City installed 645 new pedestrian ramps at crossing points and upgraded an additional 1,541. The City has committed \$195 million to make sidewalks more accessible to all by upgrading over 35,000 pedestrian ramps in the coming years. The City also installed Accessible Pedestrian Signals (APS) at 33 intersections. Both the APS and ramp programs will expand in 2016. As part of a \$20 million grant from the U.S. Department of Transportation, the City will also be developing and piloting applications to help people with vision impairments more safely navigate intersections.

5B. Completed 6 “bus stop under the el” improvements

In 2015, the City completed “bus stop under the el” (BSE) improvements at six locations, started construction at another 13, and initiated design of an additional nine. Overall, the City plans to complete 34 BSE improvements, which enable buses to properly pull to the curb on bus routes that run under elevated train structures.



5C. Completed 1,000 trips per week through the Dispatch program

In 2015, the New York City Taxi and Limousine Commission began implementing rules aimed at reaching a 50 percent accessible yellow taxi fleet by 2020. Currently, drivers of yellow cabs receive a 50-cent financial incentive for each trip performed in a wheelchair accessible vehicle. TLC is also making grants available to assist with the purchase and operation of wheelchair accessible vehicles. Approximately 1,000 trips per week were completed through the Dispatch program, a Manhattan-based centralized service for customers with disabilities. Furthermore, Citywide Ferry Service will provide an important link for New Yorkers with disabilities. Every new ferry landing and vessel will meet all Americans with Disabilities Act (ADA) and local law requirements.

Initiative 6 Progress: Working regionally for a cleaner, more efficient freight network

Supporting Initiative Progress

The vast majority of goods brought into New York City are transported by truck. A significant portion of this trucking activity is concentrated in low-income communities, adding to traffic congestion, increasing air pollution, and reducing neighborhood quality of life. These problems will only become more acute as the city continues to grow: goods movement volumes are projected to increase 35 percent by 2040. OneNYC seeks to address these issues by greening the trucking sector, promoting more efficient delivery strategies, and shifting more freight to rail, ship, and barge.

6A. Reactivating commerce on the South Brooklyn waterfront

Much progress has been made in laying the groundwork for expanded freight movement by rail and waterborne transportation. In the past year, the City and the Port Authority of New York and New Jersey convened the Metropolitan



A record year for cycling in New York City

Biking is flourishing in New York City and in the past year the City celebrated two major biking milestones. In 2015, the City's bike network reached 1,000 miles, spanning all five boroughs. Nearly 40 percent of bike paths and lanes are fully protected from traffic, while an additional 37 percent of the network is comprised of exclusive bike lanes. The remainder are comprised of signed and shared routes. This network is making biking a safer and more convenient option for New Yorkers. And more bike network expansion is coming: the City will continue to roll out 50 lane miles of bike lanes a year, including five lane miles of fully protected bike lanes. In 2015, we exceeded both targets, completing 58 total lane miles of bike lanes with 12 fully protected—the highest number of protected lanes ever completed in one calendar year.

The expanding bike network has also enabled more and more New Yorkers to take advantage of Citi Bike, the City's bike share system. In 2015, Citi Bike riders logged over 10 million trips, a 24 percent increase over 2014. This record was helped by the expansion of the system north to 86th Street in Manhattan, as well as to Long Island City in Queens, and additional parts of Williamsburg, Greenpoint, and Bedford-Stuyvesant in Brooklyn. In addition, Citi Bike completed major upgrades to the program's software and hardware, resulting in a better, more reliable experience for Citi Bike riders. Citi Bike will continue to grow in 2016, extending further uptown in Manhattan, and into new Brooklyn neighborhoods including Boerum Hill, Cobble Hill, Carroll Gardens, Gowanus, and Red Hook. By the end of 2016, there will be 10,000 Citi Bikes on NYC streets, serving approximately 600 stations.



Citywide Ferry Service on Track to Launch in 2017

In March 2016, Mayor de Blasio announced the selection of Hornblower, Inc. as the operator of the Citywide Ferry Service. As part of the service, Hornblower will be delivering at least 18 new boats, which will be equipped with Wi-Fi and engines that meet the highest EPA standards for these vessels. The Citywide Ferry Service will generate at least 155 new good-paying jobs. All new landings and boats will be accessible to people in wheelchairs and fully compliant with the Americans with Disabilities Act.

The first citywide ferry system in more than a century will be priced at the cost of a single subway ride and operate from 21 landings across the city. The City is investing \$55 million in infrastructure upgrades, including building 10 new ferry landings and rehabilitating six others. Barge construction is currently underway at a facility on Staten Island. The Rockaway, South Brooklyn, and Astoria routes are scheduled to launch in 2017. When fully operational by 2018, Citywide Ferry Service will carry an estimated 4.6 million trips per year across six routes and over 60 miles of waterway, providing new transportation to communities where housing and jobs are growing fast. The new service will fully integrate the East River Ferry, resulting in lower fares for its 4,000 daily riders.

South Brooklyn Marine Terminal



Rail Freight Council in an effort to grow rail freight in the region. Council members include private railroads and several public agencies.

In November of 2015, the City released an RFP to reactivate maritime service at the South Brooklyn Marine Terminal in Sunset Park. The RFP seeks a maritime industrial tenant or tenants to further develop the 72-acre site. The redevelopment will facilitate more sustainable goods movement while spurring the creation of middle class jobs at the port site.

The expansion of waterborne commerce has the potential to alleviate congestion on regional highways. The U.S. Department of Transportation designated the New York Harbor Container and Trailer Barge Service a Marine Highway, which will help promote maritime freight transportation through a new barge service that moves freight from New Jersey ports directly to the Brooklyn waterfront, reducing truck traffic throughout the city.

Shipping by water is the most efficient means of freight transportation. According to the Environmental Protection Agency (EPA), water freight emits 90 percent less carbon monoxide than truck freight. NYCEDC has undertaken an analysis of water bodies that could be dredged in order to realize economic and environmental benefits for the City. This study will demonstrate how public and private resources can be used collectively to dredge important industrial areas to reduce trucking, promote jobs, reduce burdens on road infrastructure, and improve air quality.





6B. Developing five-borough freight plan and exploring additional off-hour delivery projects

The City is building on its successful off-hour delivery (OHD) pilot project and exploring additional OHD projects with private stakeholders and at public facilities. OHD shifts deliveries to less busy times, reducing congestion and air pollution. The City has also been working with the trucking industry and other stakeholders to develop a low-noise truck demonstration project, and is planning to develop a new five-borough freight plan to better manage truck traffic citywide.

6C. Increased interstate highway accessibility to semi-trucks benefiting air cargo industry

In 2015, the City authorized use of semi trucks with industry standard 53-foot trailers on all interstate highway routes connecting to JFK International Airport, making life easier for truckers delivering or picking up air cargo at the airport. This rule change is a boost to New York City’s air cargo industry, which supports over 60,000 jobs. In the past year the City also made progress in creating the Greater JFK Industrial Business Improvement District (IBID) in Springfield Gardens, Queens. The IBID was approved by local property owners and is now moving through the legislative approval process. Finally, NYCEDC continues to administer the federal Foreign-Trade Zone program. The program promotes job retention by manufacturing and production businesses that import goods from abroad.

Initiative 7 Progress: Engaged our partners to improve the region’s airports

The City of New York owns JFK and LaGuardia (LGA) airports and leases them to the Port Authority of New York and New Jersey, which operates the airports on behalf of the City. In 2015, both LaGuardia and JFK set records for annual passengers. The City is working with the Port Authority, New York State, and the federal government to expand capacity and improve facilities at JFK and LGA. Initiatives include the implementation of the Next Generation Air Traffic Control system, which will reduce delays in our region’s airspace. The Port Authority is also moving forward with a public-private partnership to rebuild the Central Terminal at LaGuardia, which will help reduce ground delays. Finally, the governor has convened a committee to examine long-range redevelopment and expansion plans for JFK.



M60 Select Bus Service

Initiative 8 Progress: Expanded bus options to LaGuardia Airport

The City worked in partnership with the MTA to improve bus connections to LGA. These efforts resulted in M60 Select Bus Service, which connects Manhattan to LGA, and the creation of the Q70, a direct route between subway and LIRR stations in Jackson Heights, Queens and the airport. As part of the MTA Bus Company, the Q70 is funded by the City. Due to the popularity of the Q70, the MTA



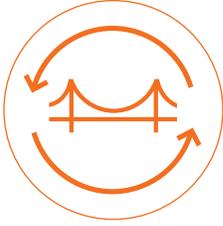
will increase service frequency and is working with the City to upgrade the line to SBS. These services will provide enhanced access for airport passengers in the near term as the State and Port Authority continue planning for a rail connection to the airport.

Initiative 9 Progress: Resurfaced 1,144 lane miles of roads in 2015, a 20 year record

The City is responsible for maintaining over 6,000 miles of streets and highways, 12,000 miles of sidewalk, and 789 bridges and tunnels. Over the past year, the City has taken significant steps to ensure that these assets are maintained in a state of good repair. The City resurfaced 1,144 lane miles of roads in 2015 as part of a renewed push to improve the state of repair of our street network. Overall, the City has filled over one million potholes since 2014. In 2016, the City will further increase its resurfacing target to 1,340 lane miles, with a focus on resurfacing major thoroughfares in all five boroughs including Richmond Hill Road in Staten Island, Arthur Avenue in the Bronx, Queens Boulevard, Canal Street in Manhattan, and Ocean Avenue in Brooklyn. In addition, the City allocated \$11.4 billion in its 10-year capital plan to maintain roads and bridges. Finally, the City continued to advance planning work on replacing the triple-cantilever section of the Brooklyn-Queens Expressway, a network of over 20 bridge structures through Brooklyn Heights and Downtown Brooklyn.

Road resurfacing in Staten Island





Infrastructure Planning & Management

Goal: New York City’s infrastructure and built environment will exemplify global economic, environmental, and social leadership

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

- A. Leverage land-use actions to encourage infrastructure investments

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

Initiative 3: Enhance capital project delivery

- A. Reform state laws to enable design-build
- B. Expand the Accelerated Work Program
- C. Improve project scoping and design to improve green-building and save costs
- D. Modernize project delivery requirements and project management processes

KEY PROGRESS

- Secured \$500 million in federal funding for NYC transit over next five years
- Expanded resources for early capital project scoping in order to avoid cost overruns and schedule delays

Introduction

Fixing our aging and outdated infrastructure is critical to the success of our regional economy and will require increasing investment and more efficient project delivery. The Mayor has been a strong advocate for increased federal funding of infrastructure, and in December 2015 Congress passed the first long-term federal transportation bill passed since 2005, reversing proposed cuts in spending and increasing investment in the region.

Construction work on the Brooklyn Bridge





Initiative 1 Progress: Secured \$500 million in federal funding for NYC transit over next five years

The Mayor successfully advocated for a federal surface transportation bill that increases funding for public transit and other infrastructure improvements in New York City. As a result of the Fixing America's Surface Transportation (FAST) Act, New York City commuters will see an estimated additional \$100 million in transportation funding every year for the next five years—rolling back the potential \$80 million annual cut for New York subway and bus riders.

The Mayor influenced the final transportation bill product in coordination with the bipartisan New York City regional delegation, strategic lobbying, and bipartisan coalition building with mayors and businesses. The Mayor created a Cities of Opportunity task force through the United States Conference of Mayors, mobilizing other cities for increased federal funding. New York City is also a member of NACTO (National Association of City Transportation Officials), and has been active with the association and its member cities on advocating for increased federal funding.

Mayor de Blasio and bipartisan regional leaders urge increased federal transportation investment



Supporting Initiative Progress

1A. The East Midtown Steering Committee issued a report recommending that new office buildings be granted higher density development rights if accompanied by specified upgrades to transportation infrastructure and public open spaces. The City is in the process of studying the mechanics of this proposal, such as appraising the value of development rights, exploring public realm improvements, and generating options for MTA station or area improvements that could be selected by developers building projects in the area. Following these studies, DCP will draft zoning text that will be subject to the public review process.

Initiative 2 Progress: Advanced triple bottom line capital planning

The City has undertaken an initial review of best practices and new instruments for assessing the economic, social, and environmental benefits connected to specific types of infrastructure investments. Many City agencies have begun exploring how to most efficiently maximize these “triple bottom line” benefits of capital projects. For instance, the Department of Design and Construction released its Design and Construction Excellence 2.0 Design Guidelines, focused on operationalizing and incorporating the guiding principles of growth, equity, sustainability, and resiliency into the design of public works.

Moving forward, the City is exploring emergent data-driven approaches to capital budgeting prioritization based upon key economic, social, and environmental indicators, and will be applying this research to the next Ten-Year Capital Strategy.



Initiative 3 Progress: Improved capital project delivery

Supporting Initiative Progress

3A. Design-build is a project delivery tool that would enable critical infrastructure projects to be delivered more efficiently. Lowering costs and shortening project schedules will allow us to undertake more work which will, in turn, create more good-paying jobs for New Yorkers. Presently, New York City cannot utilize this method, which is available in 41 other states. The City is working with the State legislature and a broad coalition of industries to pass legislation authorizing design-build for City agencies in 2016. The governor understands the benefits of design-build. In addition to re-authorizing design-build for five State agencies, the governor expanded the authorization of design-build to the MTA as a means to enable cost and time savings to its capital program. With so much work to be done and with limited funds available to accomplish it, the City should also be able to use any such modern tool to cut costs and deliver projects faster.

3B. In 2015, the Department of Design and Construction bid five borough-specific contracts for replacement of utilities and construction has started on four of them. The Staten Island contract has made the most progress, with construction complete at 10 of 16 sites. Negotiations with private utilities are ongoing over the contract details of joint bidding.

3C. Capital projects often contain significant risks and uncertainties. The City has made a concerted effort to improve project scoping in the early phases of project planning in order to avoid cost overruns and schedule delays in the long run. For instance, the City increased the fund for early capital project scope development and cost estimation to \$120 million over the next four years as part of a comprehensive effort to subject projects to more intensive scope development prior to being included in the City's capital plan.

3D. Over the past year, the administration convened a series of performance management meetings where the City's major construction agencies reported to an oversight panel of administration officials on the status of key capital projects. The primary objectives were to troubleshoot problem projects, facilitate interagency coordination, address issues with outside stakeholders, and identify systemic sources of delays and cost overruns. The City's Capital Projects Dashboard, which tracks all projects costing over \$25 million, was used to identify projects and detect schedule slippage within an actionable timeframe. As a result of these efforts, the City is reviewing internal processes related to land acquisition, sidewalk vaults, and contract change orders, among other issues.



Broadband

Goal: Every resident and business will have access to a affordable, reliable, high-speed broadband service everywhere by 2024

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

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

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

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

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

KEY PROGRESS

- Launched LinkNYC, which will be the largest and fastest municipal Wi-Fi network in the world. Over 160 Wi-Fi kiosks have been installed with over 500 to be activated by July 2016
- Launched initiative to deliver free broadband service to 21,000 residents of public housing.
- Investing up to \$4 million to bring reliable, high-speed broadband to five “digital deserts” in industrial business zones in Brooklyn and Queens

INDICATORS

Increase the percentage of New Yorkers with affordable, reliable, high-speed Internet service at home

Increase the percentage of New Yorkers with access to free public Wi-Fi within 1/8th mile from home

Substantially increase access to fast connections of 1 gbps (gigabits per second) or higher

PREVIOUS

78.10% of New Yorkers reported home access to internet in CY2013

13.90% of New Yorkers have access to free public Wi-Fi within 1/8th mile of the their home in 2015

No stated access to fast internet connection access in 2015

LATEST

79.0% of New Yorkers reported home access to internet in CY2014

16.09% of New Yorkers have access to free public Wi-Fi within 1/8th mile of their home in 2016

31% access to fast internet connection in 2016

Introduction

High-speed internet is essential for New Yorkers to thrive. Since April 2015, the City has launched a number of initiatives to deliver affordable, reliable, high-speed broadband service to homes, businesses, and public spaces. The mayor took the historic step of establishing a line for broadband in the capital budget with a commitment of \$70 million over 10 years. The City launched LinkNYC to convert legacy payphones into high speed Wi-Fi hotspots and the Mayor announced plans to deliver free broadband service to public housing in all five boroughs. As a result of these initiatives, more New Yorkers will have the connections they need to communicate with each other, do their homework, start and grow their businesses, and access the City’s online services.



Initiative 1 Progress: Holding major internet service providers accountable for providing equitable, competitive service everywhere in the city

The City conducted rigorous reviews of business deals affecting the city's major internet service providers, including Charter's proposed acquisition of Time Warner Cable and Altice's proposed acquisition of Cablevision. The Department of Information Technology and Telecommunications (DoITT) also published an audit of the Verizon FiOS franchise, documenting major compliance failures. The City's diligent oversight of the incumbent service providers will ensure that all New Yorkers have equitable broadband service options and that there is a baseline level of competition for residential and commercial broadband service everywhere in the city.

In the year ahead, the City will complete its review of the current franchises and support the launch and growth of new internet service providers to city residents and businesses.

Initiative 2 Progress: Launched plan to deliver free broadband service to 21,000 residents of public housing

Twenty-one percent of New York City households do not have broadband at home, according to the 2014 American Community Survey. That figure jumps to 35 percent for those living in poverty, according to an analysis by the City's Commission on Economic Opportunity. There are currently no service options in the city that meet the federal definition of broadband and cost less than \$45 per month, making high speed internet service unaffordable for most New Yorkers.

In 2015, the City launched a new initiative to deliver free, high-speed internet service to over 21,000 public housing residents in all five boroughs. The project will break ground at the Queensbridge Houses, the largest public housing development in North America, in May 2016. Construction and service will begin at the Red Hook Houses in Brooklyn, the Mott Haven Houses in the Bronx, the Stapleton Houses in Staten Island, and the Jefferson Houses in Manhattan over the next year and a half.



LincNYC Kiosk

The City's three library systems loaned 10,000 free mobile hotspots to New Yorkers who otherwise may have had no internet connection in their homes.

As a condition of its acquisition of Time Warner Cable, which the City approved in March 2016 but is still under federal review, Charter Communications has committed to offer eligible households internet service that is faster than the federal broadband standard for \$14.99.

The City led a coalition of mayors in advocating for modernization of the federal Lifeline program to subsidize residential broadband service. The Federal Communications Commission acted on this proposal



LinkNYC kiosk installation

and the City is poised to support aggressive implementation of this new opportunity to reduce the cost of residential broadband service for low-income households in New York City.

Initiative 3 Progress: Allocated \$4 million to bring reliable, high-speed broadband to five “digital deserts” in industrial business zones in Brooklyn and Queens

Major businesses in lower Manhattan have multiple options for ultra-fast and reliable broadband service, but that is not the case for most of the rest of the city, limiting opportunities for small businesses and economic growth.

NYCEDC launched ConnectIBZ, a public-private partnership to bring high speed broadband to “digital deserts” in the City’s Industrial Business Zones. Innovative internet service providers matched a \$1.5 million grant from the City with \$3.75 million in private investment and have begun construction on new infrastructure to serve businesses in industrial areas along the Queens and Brooklyn waterfront.

In March 2016, the City announced a new investment of up to \$2.5 million to improve broadband service for businesses in the East New York Industrial Business Zone. The City is reviewing additional commercial and residential areas for further broadband investments in the year ahead.



Initiative 4 Progress: Installed the first 161 free Wi-Fi kiosks, putting New York City on track to have the largest and fastest municipal Wi-Fi network in the world

The City launched LinkNYC, which is on its way to being the largest and fastest municipal Wi-Fi network in the world, with at least 7,500 LinkNYC kiosks across all five boroughs, each with free high-speed Wi-Fi, free phone calls, free phone charging, and ready access to City information. The first 161 Links have already been installed.

The City oversaw completion of Harlem Free Wi-Fi and the expansion of the Downtown Brooklyn wireless corridor to neighboring public housing developments. The City continued to expand service to City parks and subway stations. Currently 122 of the City's public parks have Wi-Fi hotspots with over 740 access points. 151 of the City's 279 below ground subway stations have Wi-Fi, with the remainder anticipated to be complete by the end of 2017.

Also this year, NYCEDC announced winners of the RISE : NYC competition to build resilient wireless networks for businesses in seven neighborhoods recovering from Hurricane Sandy. These networks are expected to begin service in 2017.

Initiative 5 Progress: Launching the first broadband innovation pilot project in spring 2016

The City continues to explore new ways to connect New Yorkers. In 2015, the City issued a Call for Innovations on Broadband, receiving a total of 69 proposals from 52 sources. Submissions came from small and large companies, academic institutions, individuals, and non-profits spanning six countries and a dozen states. The largest number of submissions came from small companies with under 50 employees, most of which had not previously worked with the City of New York. The first pilot project resulting from this challenge is scheduled to launch in spring 2016.

Vision 2

Our Just and Equitable City

New York City will have an inclusive, equitable economy that offers well-paying jobs and opportunities for all New Yorkers to live with dignity and security

<u>In 2015 the city committed to:</u>	<u>Previous data:</u>	<u>Latest data:</u>
Lift 800,000 New Yorkers out of poverty or near poverty by 2025	N/A (2013 base year)	~101,000 based on prior wage increases through 2015
Reduce overall premature mortality by 25 percent by 2040 and dramatically decrease racial and ethnic disparities	191.09 deaths per 100,000 (2013)	186.00 deaths per 100,000 in 2014
Increase median household income	\$52,250 (2013)	\$52,996 in 2014

How we did:

Early Childhood



68,647 children enrolled in pre-K



Integrated Government
& Social Services



130 community schools now operational



Healthy Neighborhoods,
Active Living



18 NYCHA roofs replaced, reducing mold and asthma



Healthcare Access



Launched ThriveNYC – an \$850 million investment comprised of 54 unique initiatives to transform our mental health care system



Criminal Justice Reform



Justice Reboot has resolved 78% of target cases that had been pending for longer than a year

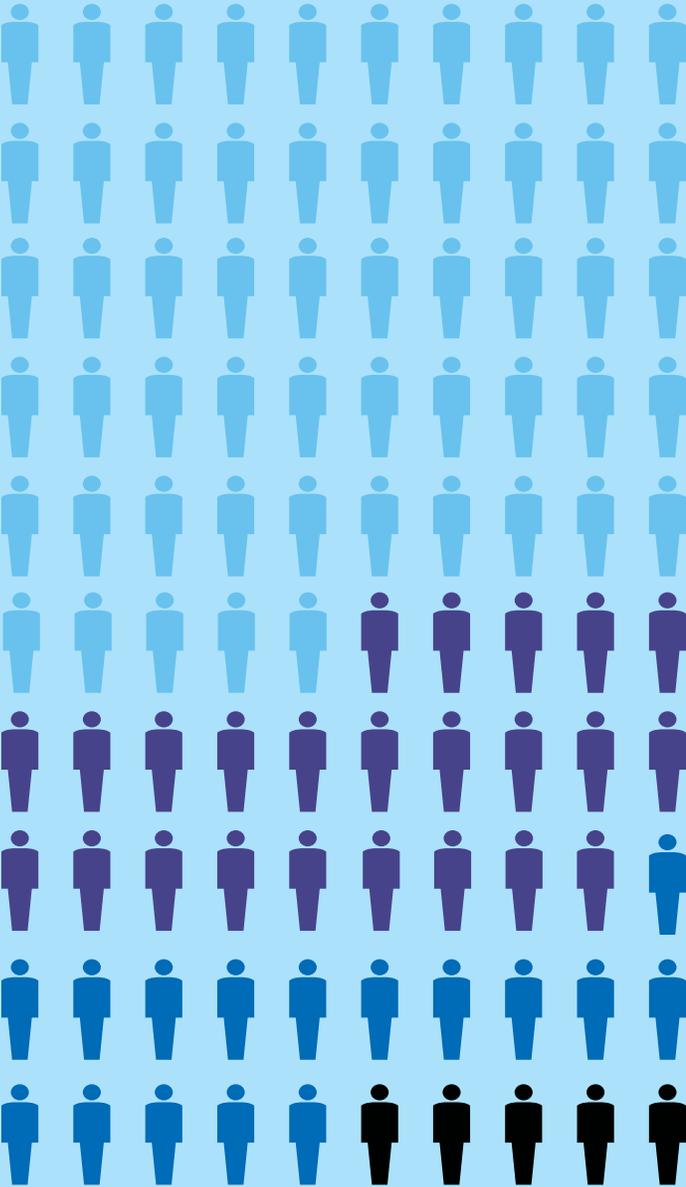


Vision Zero



2015 was the safest year on New York City streets since record-keeping began in 1910

Nearly half of New York City residents were in or near poverty in 2013



45.1%

In or near poverty

21.1%*

Poverty & extreme poverty

4.9%

Extreme poverty

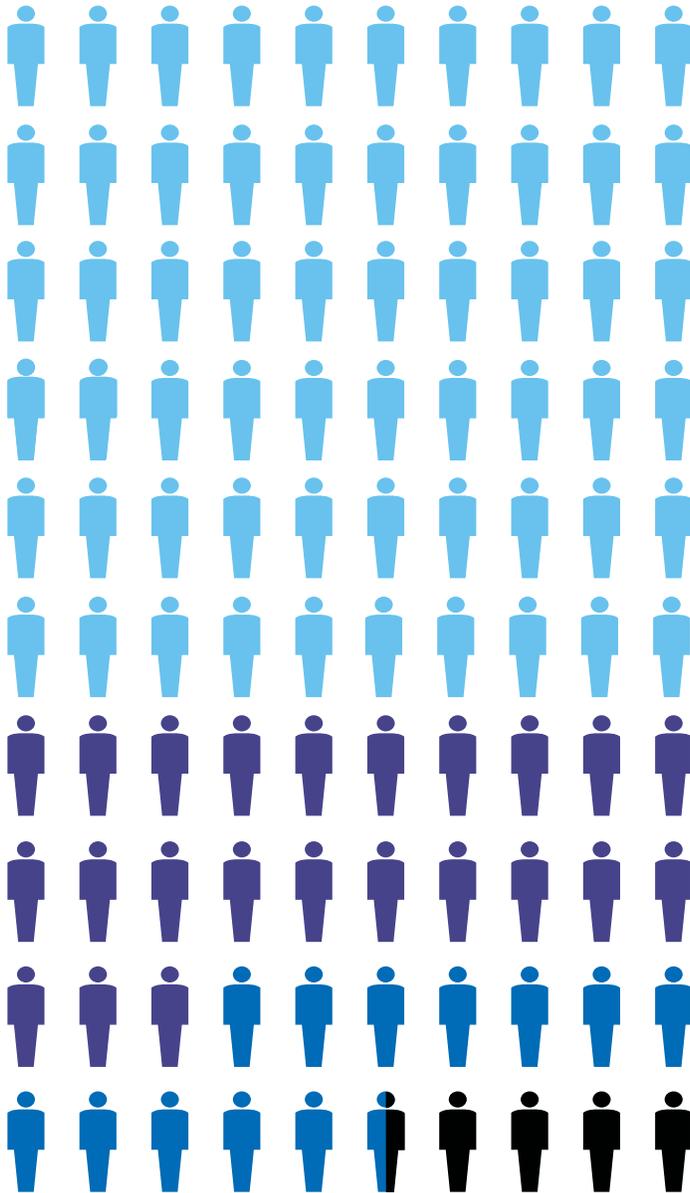
3.7 million people in or near poverty

The CEO Poverty Measure, 2005-2014, available at nyc.gov/ceo.

Near poverty defined as below 150 percent poverty threshold; poverty defined as below \$31,156 threshold for a family of four; extreme poverty defined as below 50 percent poverty threshold.

*Revised CEO poverty rate for 2013 from 21.5 percent to 21.1 percent. The revision consists primarily of incorporating updated information on medical spending and WIC Benefits. Details about the revision can be found in Appendix J of the report.

750,000 estimated out of poverty or near poverty if \$15 minimum wage applied to 2013



39.6%

In or near poverty

17.3%

Poverty & extreme poverty

4.5%

Extreme poverty

750,000 people moved out of poverty or near poverty*

KEY PROGRESS

Wage Increases:

- In 2016, the City has successfully fought to increase the minimum wage for New York City workers to \$15 by 2019.
- Of its own accord, the City announced that all City employees and social services contractors would earn \$15 per hour by 2018.
- Once enacted, the wage increases together will lift about 750,000 New York City residents out of poverty or near poverty, putting the City well on-track to meet the total poverty-reduction goal.

Other antipoverty initiatives:

- Expanded anti-poverty initiatives supporting college and career success are underway, and are expected to move additional people out of poverty or near poverty.

*Including family members who live in a family that moved out of poverty due to wage increase.

The CEO Poverty Measure, 2005-2014, available at nyc.gov/ceo.

The effect of a minimum wage increase is discussed in Chapter 5 and Appendix I. Wage impacts cited here are simulated using 2013 data.

Introduction

For New York City to be the strong and just city we want it to be, every resident must have the opportunity to participate fully and share equally in the opportunities the city has to offer. Equity principles must inform every aspect of how the City operates. In our planning, policymaking, and governing, we are working to ensure that an individual's home address, family income, race, or other demographic factors do not hold him or her back from educational opportunity, future earnings, life expectancy, or other important life outcomes.

Central to this equity agenda is the City's commitment, first announced last spring in OneNYC, to move 800,000 people out of poverty or near poverty in the next 10 years. The City described at the time the critical role that raising the minimum wage to \$15 per hour could have in meeting this dramatic poverty reduction goal. In the intervening year, there has been historic progress on wages. Of its own accord, the City put all of its employees, as well as providers contracted to deliver social services, on a path to earning a \$15 per hour wage by 2018. The State of New York then mandated that the minimum wage for all private sector workers in New York City will rise to \$15 per hour over the next three years (four years for businesses with 10 or fewer employees). These changes in wage rates will lift about 750,000 New York City residents out of poverty or near poverty, putting the City well on-track toward achieving its signature anti-poverty goal.

The City is also working to reduce other major disparities, including the differential rates of premature mortality—death before the age of 65—of various racial/ethnic groups and in particular neighborhoods. The City set a target of reducing premature mortality 25 percent by 2040, and dramatically decreasing existing intergroup and geographical disparities by targeting infant mortality, chronic diseases, gun violence, and other leading causes.

Building a more equitable city helps all who live here. Research shows that inequality can stymie economic growth and undermine the social cohesion necessary to create resilient, thriving communities. The whole city will benefit when the economy harnesses the talents and drive of all of its residents; when all students perform at their highest levels; and when our civic, cultural, and recreational lives are enriched by the abilities and contributions of all New Yorkers. Well-targeted City policies and investments, as outlined in this and other parts of OneNYC, will advance these goals—and make New York City in future years even more inclusive, more vibrant, and more successful than it is today.



Early Childhood

Goal: Every child in New York City will be nurtured, will be protected, and will thrive

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

A. Create neighborhood spaces dedicated to advancing women’s health

B. Expand the number of “Baby-Friendly” hospitals to promote access to breastmilk for newborns

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

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

KEY PROGRESS

- Prepared launch of 7 Neighborhood Women’s Health Centers and moved more hospitals toward “Baby-Friendly” designation
- Expanded historic Pre-K for All initiative to 68,647 children and made extensive quality improvements
- Evaluated childcare needs citywide and determined gaps in service

INDICATORS

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

All four-year-olds receive access to free, full-day, high-quality pre-kindergarten

PREVIOUS

4.6 infant deaths per 1,000 live births in 2013

53,230 students in 2014-2015 school year

LATEST

4.2 infant deaths per 1,000 live births in 2014

68,647 students in 2015-2016 school year

Introduction

Healthy, thriving children are the key to a healthy, thriving city. The infant mortality rate (IMR) is an indicator of an entire population’s health and wellbeing. New York City’s IMR reached a historic low in 2014, at 4.2 deaths per 1,000 live births. Over the last year, the Department of Health and Mental Hygiene (DOHMH) has analyzed infant mortality and maternal morbidity data to create a data-informed IMR disparity reduction strategy to meet the City’s goal of no more than 3.7 infant deaths per 1,000 live births by 2040 and dramatically decreased racial/ethnic disparities.

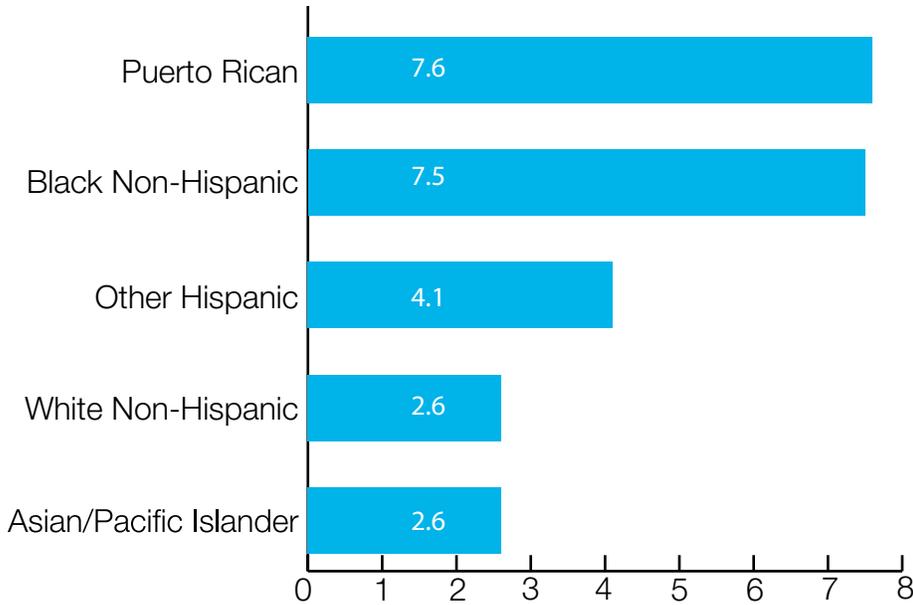
Studies clearly demonstrate that high-quality pre-kindergarten (pre-K) provides children with stronger math, reading, language, and social-emotional skills going into elementary school. By investing in early education, the City is ensuring that every four-year-old, regardless of economic background, can gain a foundation that will support success in kindergarten and beyond. This year marked the second year of the City’s pre-K expansion, with enrollment rising to 68,647 children, while educators also focused on quality improvements and increasing support to meet the needs of all learners, including students with special needs and English language learners.



Source: Summary of Vital Statistics, 2014 Bureau of Vital Statistics, NYC DOHMH, 2016

Infant mortality rate by race/ethnicity

Per 1,000 live births, 2014



This year the City launched new initiatives as part of ThriveNYC: A Mental Health Roadmap for All, four of which advance the early childhood goals set out in OneNYC. The first commits to working to reduce maternal depression rates by providing screening and treatment for mothers who exhibit symptoms. Twenty-four hospitals throughout all five boroughs have agreed to universal screening and treatment for this condition by the end of 2017, including Maimonides Medical Center and 11 NYC Health + Hospitals locations. The second initiative is a commitment to expand Social-Emotional Learning (SEL) to all Pre-K for All classrooms and ACS EarlyLearn Centers. By building adults’ capacity to support children’s social and emotional development early on, this program will better equip children to handle

challenges and seize opportunities throughout their lives. The third initiative expands the Newborn Home Visiting Program (NHVP) to 1,600 additional new mothers in all family shelters across the city. Public health professionals will visit in person and provide information on a range of topics, including child development, secure attachment and bonding, safe sleep practices, and breastfeeding. The fourth initiative, the Early Years Collaborative, led by the NYC Children’s Cabinet in partnership with the Administration for Children’s Services and DOHMH, connects staff from City agencies with community-based organizations (CBOs) in two neighborhoods: the South Bronx and Brownsville. Together, City agencies and CBOs promote three objectives: (1) Healthy pregnancy, (2) school readiness, and (3) secure parent-child attachment, safety, and stability.

Initiative 1 Progress: Prepared launch of seven neighborhood women’s health centers and moved more hospitals toward “Baby-Friendly” designation

By supporting the development of neighborhood spaces to advance women’s health and expanding the number of “Baby-Friendly” hospitals, DOHMH continues to take steps to reduce the racial/ethnic disparities in the infant mortality rate and in breastfeeding.

Supporting Initiative Progress

1A. DOHMH is pursuing a number of avenues to develop neighborhood spaces to advance women’s health. Since the launch of OneNYC in April 2015, Women’s Health Suites in Neighborhood Health Action Centers are currently being renovated and decorated. The East Harlem location renovation is scheduled to be complete by June 2016. The Brownsville and

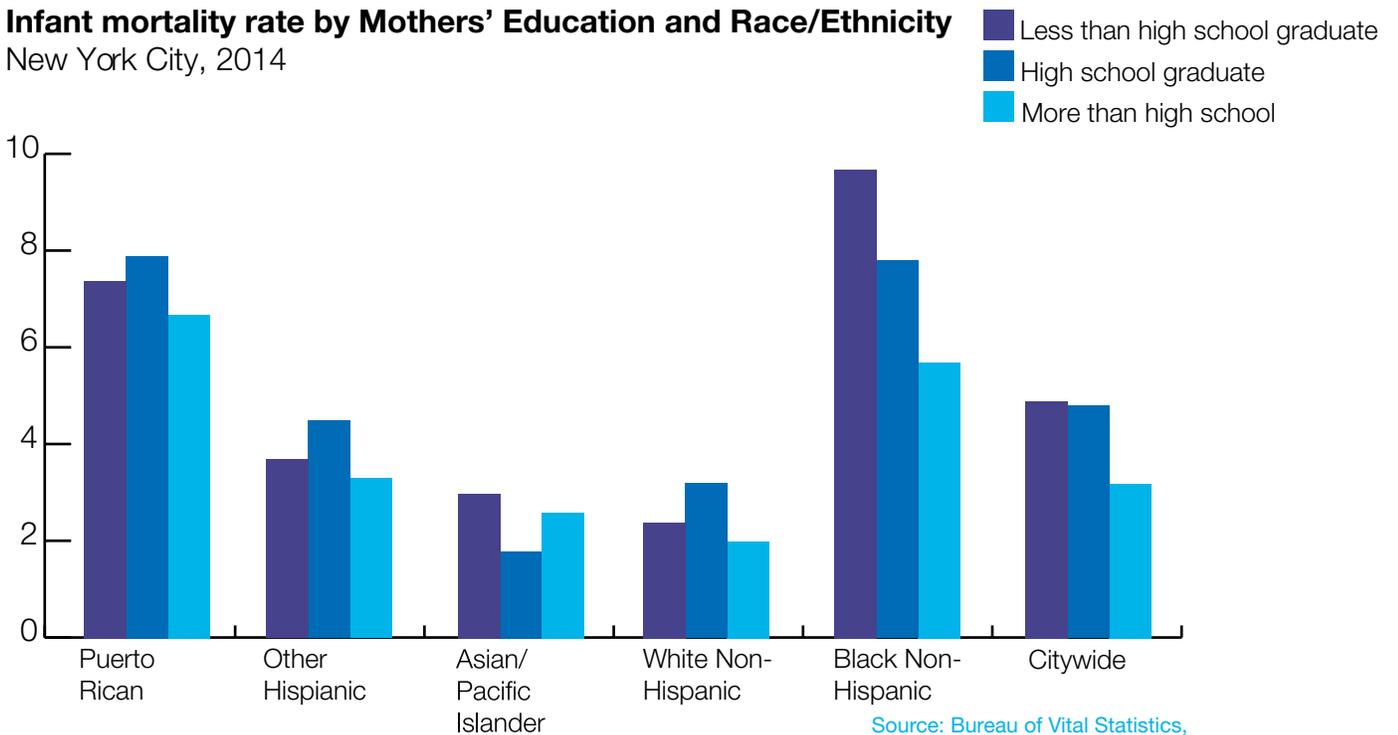


Tremont Women’s Health Suites will open by the end of 2016. The DOHMH Center for Health Equity is leading the finalization of the Women’s Health Suite logic model and developing minimum Women’s Health Suite standards and services.

1B. Due to the well-established benefits of breastfeeding for infants, DOHMH has been investing in programs to promote the practice. In 2012, DOHMH launched the New York City Breastfeeding Hospital Collaborative (NYC BHC), which aims to improve breastfeeding rates by increasing the number of maternity facilities that are “Baby-Friendly,” a designation given to maternity hospitals and birthing centers that provide optimal care for breastfeeding mothers and their infants. Since the launch of OneNYC, the initiative has continued moving participating facilities closer to Baby-Friendly designation and improving in-hospital breastfeeding rates.

There are four steps to “Baby-Friendly” designation, often called the 4-D Pathway: Discovery (Step 1), Development (Step 2), Dissemination (Step 3), and Designation (Step 4). Once facilities complete the Designation phase, they must pass an on-site assessment to become an official “Baby-Friendly” facility. The NYC BHC currently has 18 participating hospitals. Three have achieved “Baby-Friendly” designation (Harlem Hospital, Queens Hospital, and Lincoln Hospital). The remaining 15 facilities are on their way to achieving Baby-Friendly designation by September 2017. Of these, 13 are in the Designation phase and two are in the Dissemination phase. Since April 2015, six of the 18 participating facilities have moved at least one step further along the 4-D Pathway toward achieving Baby-Friendly designation. Four hospitals have completed a “Baby-Friendly” designation assessment (decisions pending). In an indication of the effectiveness of these efforts, preliminary data from 2014 indicates that NYC BHC hospitals have higher rates of mothers exclusive breastfeeding during their hospital stay (45.2 percent) compared to hospitals citywide (35.6 percent).

Infant mortality rate by Mothers’ Education and Race/Ethnicity
New York City, 2014



Source: Bureau of Vital Statistics, NYC DOHMH, March 2016



Initiative 2 Progress: Expanded historic Pre-K for All initiative to 68,647 children and made extensive quality improvements

Pre-K for All is New York City's historic initiative to offer free, full-day, high-quality pre-kindergarten to every 4-year-old. Research shows that high-quality pre-kindergarten provides children with stronger math, reading, language, and social-emotional skills going into elementary school. By investing in early education, the City is ensuring that every 4-year-old, regardless of economic background, can gain a foundation that will support success in kindergarten and beyond.

In the 2015-2016 school year, the City completed its two-year expansion of the program, enrolling 68,647 children in over 1,850 pre-K programs citywide. The current enrollment figure is more than triple the 20,000 children who attended before the Pre-K for All expansion and larger than the entire public school population of major cities like Boston. Enrollment is high in every community, with the highest participation rates among low-income families.

To ensure that every child receives the best possible pre-K education, the City committed to making extensive quality improvements during the 2015-2016 school year. The City's vision for high-quality pre-K is set out in the Pre-K for All Program Quality Standards. These standards, which are grounded in research, describe the key practices of family engagement, rigorous and developmentally appropriate instruction, professional collaborations, and leadership that support children in gaining the knowledge and skills outlined in the New York State Prekindergarten Foundation for the Common Core (PKFCC). This school year, Pre-K for All programs received unprecedented support and resources aligned to the Pre-K for All program's Quality Standards, including:



Students at Pre-K for All Site

- In-person professional learning sessions for leaders (3 days) and teachers (4 days) across four instructional tracks and lanes
- On-site support visits provided by 100 Instructional Coordinators and 125 Social Workers
- Interdisciplinary Instructional Units of Study created by the New York City Department of Education's (NYCDOE) Division of Early Childhood, grounded in the New York State Prekindergarten Foundation for the Common Core
- Family engagement supports, including resources on social-emotional development, extending learning into the home, and successful transitions into and out of pre-K

As part of its commitment to ensure that every child receives the highest quality pre-K education possible, the City will continue to increase support for programs to meet the needs of all learners. These include programs to ensure that all children gain foundational language, cognitive and social emotional skills, including students with disabilities and children whose home language is not English.

The City is committed to providing pre-K students with disabilities with the high-quality education they deserve. NYCDOE has focused, in particular, on increasing the number of inclusive pre-K classrooms. To this end, DOE has been making more preschool evaluation teams available to parents,



which will help promote appropriate program recommendations. In addition, NYCDOE is opening new integrated preschool classes to ensure that seats are available for preschoolers who can benefit from that setting. Over the next several years, thanks to the Pre-K for All initiative, the number of students with Individualized Education Programs (IEPs) who can access free, full-day, high-quality pre-K in an inclusive setting will increase.

NYCDOE is also making efforts to reach and provide support to children whose home language is not English. For example, in the 2015-2016 school year, we offered Dual Language (DL) instruction at 11 district schools and provided English Language Instruction (ELI) at 100 New York City Early Childhood Education Centers (NYCEECs). For the 2016-2017 school year, the City anticipates designating 30 pre-K programs as Dual Language (DL) and nearly 200 pre-K programs as Enhanced Language Support (ELS).

The City is continuing to explore the possibility of expanding pre-kindergarten to 3-year-olds. Like Pre-K for All for 4-year-olds, this program would help close the opportunity gap among New York City students and would enable parents to re-enter the workforce earlier.



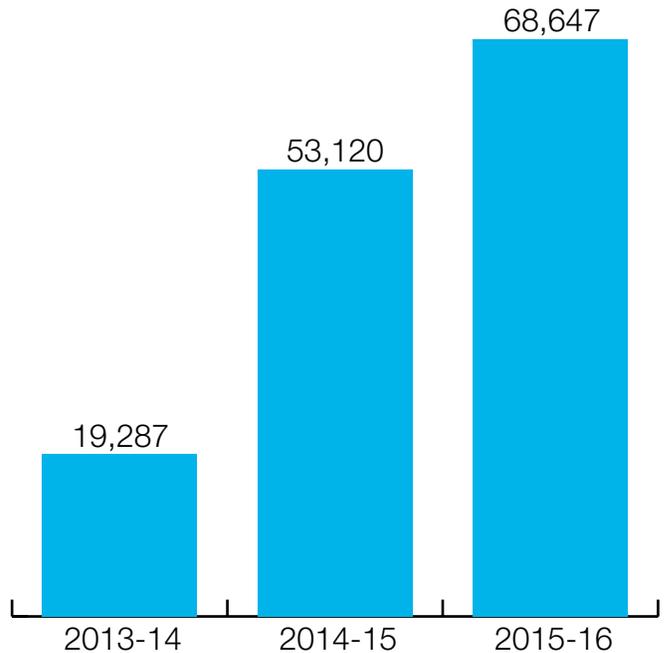
Pre-K for All

A child's year in pre-K is a unique opportunity for learning—85 percent of brain growth in children occurs by the age of five. Pre-K is truly an irreplaceable time for children's growth and development. The City's free, full-day, high-quality Pre-K for All programs lay a foundation of skills and knowledge that will prepare children for success in school and in life.



Full-day pre-K enrollment

Number of 4-year-olds



Source: NYCDOE



East Side House Settlement EarlyLearn Program

The Division of Early Care and Education hosted a Latino Heritage Celebration event in October 2015 at a contracted EarlyLearn program, East Side House Settlement in Mott Haven. This program serves 74 children ages 3 to 5, all of whom are bilingual. The program focuses on literacy of both children and families, exemplifying ACS's commitment to preparing children for school and lifting families that are involved with our childcare system.



Initiative 3 Progress: Evaluated childcare needs citywide and determined gaps and service

The City is exploring how best to increase the supply of high-quality early childcare. The Administration for Children's Services (ACS) has conducted a preliminary assessment to better understand the childcare needs of the City's working families. While prior needs analyses were conducted at the zip code or community district level, ACS drilled down to Neighborhood Tabulation Areas (NTAs), which reflect actual community boundaries as understood by residents. ACS's initial findings showed that given the expansion of Pre-K for All and the availability of Head Start, 4-year-olds were well served by their communities. The analysis surfaced a need, however, to increase services for infants, toddlers and 3-year-olds. ACS is continuing to analyze the data collected to determine the number of classrooms that would be required in each high-need NTA.



Integrated Government & Social Services

Goal: All New Yorkers will have access to high-quality, conveniently located, community-based City resources that promote civic engagement and enable residents to thrive

Initiative 1: Transform schools into Community Schools

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

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

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

KEY PROGRESS

- 130 Community Schools citywide contracted with 46 community-based organizations for educational services and supports
- Prepared for launch of 7 innovative Neighborhood Health Action Centers*, 3 by the end of this year
- Expanded NYC 311 service into social media so New Yorkers can request services via Twitter and Facebook
- Created systems to integrate data across City agencies

*Formerly Neighborhood Health Hubs

Introduction

New York City has a rich array of public and social sector services that meet critical needs, provide opportunities for civic engagement, and deliver resources for improving residents’ lives. There are, however, often barriers for residents to access this support, including lack of information, limited language options, and inaccessible or inconvenient locations. To help New Yorkers get the right services at the right time, we are investing in data capabilities to help us better understand resident needs and target our resources. We are also employing more physical co-location strategies at the neighborhood level to meet people where they are, with “one-stop shops” for services and support. By adding capabilities to 311, advancing responsible data sharing among agencies, expanding New York City Department of Education’s (NYCDOE) Community Schools initiative, and launching the Department of Health and Mental Hygiene’s (DOHMH) Neighborhood Health Action Centers, we have already begun breaking down service silos and shifting the focus to the neighborhood level. Since spring 2015, the City has opened 130 Community Schools and made progress on opening three Neighborhood Action Centers.



This year, the City launched new initiatives as part of ThriveNYC: A Mental Health Roadmap for All, three of which directly advance the integrated government work in OneNYC. The first initiative commits to offering mental health services at all 130 Community Schools. The second commits to training staff at these same schools on how to help students and families experiencing intimate partner violence or teen dating violence. The third commits to creating a corps of approximately 400 physicians and recently-graduated master's- and doctoral-level clinicians to work in substance use programs, mental health clinics, and primary care practices in high-need communities throughout the city. This program will also support capacity building at Neighborhood Health Action Centers.

Initiative 1 Progress: 130 Community Schools citywide contracted with 46 community-based organizations for educational services and supports

Community Schools leverage the growing body of evidence showing that an integrated focus on academics, health and mental health services, expanded learning opportunities, and family supports is critical to improving student success. The City is investing in the Community School strategy through the NYCDOE and by facilitating interagency collaboration and coordination. Under the City's approach, new partnerships and staff from social service agencies are embedded in schools, where they can offer more holistic support for a range of student and family needs—support that helps young people come to school ready and able to learn.

Since Spring 2015, 130 Community Schools have contracted with 46 lead community-based organizations (CBO). These CBOs focus on needs specific to their host schools, offering mental health services, adding to traditional school hours with extended learning activities, and delivering supports that complement and reinforce academic instruction. For example, the City has established an innovative public-private partnership with Warby Parker to provide free eyeglasses to every student in need. Working with DOHMH, NYCDOE expanded its free vision screening program in Community Schools. As of December 2015, over 19,896 students in 61 schools have been screened, with over 4,500 students now eligible for free optometry exams and Warby Parker products.

The services provided by Community Schools are designed to boost student engagement, and schools are tracking attendance as a key measurable outcome. In the coming year, NYCDOE will continue to capture and share best practices across the initial cohort of Community Schools, with the goal of deepening the holistic support that the schools and their community-based partners offer to students and families. School-based mental health services, including crisis interventions, counseling, and professional development, are in place for all Community Schools. Through the Making Educators Partners (MEP) suicide prevention program, the City is using an evidence-based model that focuses on training all school staff in youth suicide awareness, identification, and prevention.

Initiative 2 Progress: Prepared for Launch of 7 Innovative Neighborhood Health Action Centers, 3 by the End of This Year

Social conditions have a significant effect on the health of individuals, but the healthcare system pays too little attention to violence, poverty, low levels of educational attainment, and other root causes of health inequity. A set of new multi-sector hubs, called Neighborhood Health Action Centers, works to address this disconnect and bring about a more coordinated approach that acknowledges the



interrelationship between social conditions and good health.

Neighborhood Health Action Centers will provide a space for community-based organizations, medical service providers, and City agencies to operate under one roof, where they can better serve residents of neighborhoods with high levels of chronic disease and unmet health needs. The centers will connect residents to critical clinical, community health, and social services that together can advance comprehensive, coordinated care and improve local health outcomes. By establishing neighborhood-specific plans with local stakeholders, the centers are designed to align partners to close service gaps and reduce duplicative efforts.

Three Neighborhood Health Action Centers will open by the end of 2016—in East Harlem, Brownsville, and Tremont. Four additional centers will be rolled out in the following year. The spaces will represent new resources for cross-sector collaboration and serve as important new community assets.

Initiative 3 Progress: Expanded NYC 311 service into social media so New Yorkers can request service via Twitter and Facebook

The preeminent New York City customer service tool, 311 is getting better. In the past year, 311 has expanded into social media. New Yorkers can now report potholes and make heat complaints using Twitter and Facebook. More improvements are coming, including additional service request categories and an upgrade that, by the end of 2017, will allow users to create and manage their own accounts and engage with the City in new ways. Core components of the Human Resources Administration’s (HRA) call center are also being incorporated into 311 operations, which will help vulnerable New Yorkers more easily navigate City services and benefits.

Initiative 4 Progress: Created systems to integrate data across City agencies

Social service clients often have needs that cut across the jurisdictions of various City agencies, but individual



Community School Spotlight: Renaissance School of the Arts

Renaissance School of the Arts (RSA) in East Harlem is a Community School enlisted in the Renewal School Program, an initiative that is working to transform 94 schools by engaging school leaders, staff, families, and community partners to meet clear goals for improvement. RSA Principal Brian Bradley enlisted the expertise of two well-respected community-based organizations to support the transformation of RSA into a Community School. The two partners, Partnership with Children and Citizen Schools, are providing a number of student supports and a robust set of Expanded Learning Time opportunities. Community School Director Leo Benavides, from Partnership with Children, is working with RSA staff to enhance parent engagement and attendance at school events, identify additional community resources, and implement a mentoring program. The organization’s social work team is also working to provide students with social and emotional support, learning through individual counseling, small-group counseling, case management, crisis intervention, and focused professional development.

Vision screening took place at RSA in October 2015, followed by an optometry visit in December for students whose screening identified unmet vision needs. Through partnership and coordination, RSA staff are working collaboratively to increase student achievement, foster engagement, and provide multiple opportunities to support the needs of all students.





government departments are frequently unaware that they are working with the same client. Technology can play an important role in addressing this challenge, increasing efficiency and improving outcomes. Enhanced technology, including more robust and integrated data systems, can also help the City to better track the impact of its programs and improve decision-making across a range of disciplines.

In the past year, the City has established a new legal framework for multiagency data integration projects and a related governance structure to operationalize them. This new framework—which incorporates stringent privacy and security standards—reflects a “one city” approach to data. This higher level of integration will facilitate better exchanges of information across domains to achieve a comprehensive, data-driven understanding of social service clients and their needs.

Using this new framework, the City has already integrated and analyzed data on client incarceration history, homelessness, and health to identify individuals who may be eligible for supportive housing units. The City is also establishing a system of auto-notifications to alert caseworkers when they share clients and help them to work cooperatively. For example, when foster care youth enter the shelter system, appropriate caseworkers are now alerted to help expedite housing placement and support services. Other data integration projects underway include efforts to help Community School students and families obtain benefits and services; strengthen interagency coordination of case management services for homeless individuals; expedite court case processing; and conduct research to improve health outcomes of uninsured New Yorkers.

The DOE has also partnered with New Visions for Public Schools to support 130 Community Schools with a set of innovative data tools, which are utilized by principals and Community School directors, to drive student outcomes during the 2015-2016 school year. Because it is imperative that the Community School initiative address the full range of academic and non-academic requirements of each student, the data sorter pulls data from multiple systems and enables school teams to see historical patterns, commonalities, and differences among groups, and the relationship across a variety of indicators. For Pre-K for All, to facilitate outreach to families that are unlikely to have previously interacted with the DOE, the outreach team collects relevant contact information for NYC families with children born in a given year from eight City and State agencies (NYHCA, DOHMH, NYS-DOH, AccessNYC, DHS, HRA, HHS, and ACS) via MOUs. That data is cleaned, then aggregated with DOE and commercial data sources in a secure data warehouse before being used to conduct outreach through a wide range of tactics.



Healthy Neighborhoods, Active Living

Goal: New Yorkers of all ages will live, work, learn, and play in neighborhoods that promote an active and healthy lifestyle

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

- A.** Increase the share of regional food in the New York City food system through investments in the regional food system
- B.** Expand and improve quality of New York City School Food.
- C.** Ensure all communities have access to fresh food retail options, with a special focus on underserved neighborhoods
- D.** Support community gardens and urban farms in select neighborhoods in the city

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

- A.** Increase opportunities for physical activity in and around schools
- B.** Increase design elements that promote physical activity in buildings
- C.** Provide opportunities for physical activity in the community for residents of all abilities

Initiative 3: Address Health Hazards in Homes

- A.** Reducing asthma triggers in the home
- B.** Decrease secondhand smoke exposure in the home
- C.** Reducing housing-related fall hazards for older adults

KEY PROGRESS

- Expanded elementary school breakfast program and provided \$800,000 to low-income families to buy fruits and vegetables
- Opened schoolyards as playgrounds, launched new program to promote healthier design in public buildings and schools
- Replaced 18 roofs at NYCHA buildings, and City funds leveraged to promote healthy designs for affordable housing

INDICATORS

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

PREVIOUS

2.4 mean servings in 2013

LATEST

2.3 mean servings in 2014

Increase the percentage of adult New Yorkers who meet physical-activity recommendations from 67 percent to 80 percent by 2035

67% in 2013

69% in 2014

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

19% in 2013

No new data this year

Decrease asthma emergency department visits by children by 25 percent, 299 per 10,000 to 224 per 10,000, by 2035

232 per 10,000 in 2012

232 per 10,000 in 2014

Introduction

The access New Yorkers have to nutritious food and beverages, opportunities for physical activity, and quality housing play a large role in determining their physical and mental wellbeing and their ability to fulfill their potential. Many New York City neighborhoods have considerable room for improvement in promoting good health and wellbeing, with large disparities in health outcomes and opportunities for healthy living between high-poverty and low-poverty neighborhoods. There are a number of initiatives being implemented to ensure that all New Yorkers live in neighborhoods and housing that promote healthy lives.



Mayor and First Lady sample healthy food options



Initiative 1 Progress: Expanded elementary school breakfast program and provided \$800,000 to low-income families to buy fruits and vegetables

Access to high-quality food is critical to health and wellbeing. Race, ethnicity, income, location, and other demographic and geographical factors correlate highly with who does or does not have access to affordable, fresh, and nutritious food. The objective of this initiative is to increase the availability of high-quality food for all New Yorkers, and to source food from regional producers whenever possible.

Supporting Initiative Progress

1A. Our region produces an abundance of high-quality, nutritious foods, including fruits, vegetables, meat, and dairy. To improve access to the New York City market for local and regional farmers and increase the availability of high-quality products, we must develop partnerships across the region and improve the food distribution infrastructure. To support this initiative, we continue to work with the state and other partners on increasing regional food availability through infrastructure investments. As detailed in the supporting initiatives below, the City is also using its purchasing power to bolster the regional food economy through programs such as New York Thursdays and Farm to Preschool.

1B. The City's public school system has 1.1 million students and about 74 percent of these students qualify for free and reduced-price lunch. New York City Department of Education (NYCDOE) runs the largest school food-service program in the United States. NYCDOE is committed to improving the quality of school food, access to school food programs, and procurement of sustainable, nutritious, regionally sourced food and supplies. Since April 2015, NYCDOE has:

- Announced the launch of breakfast in the classroom, an initiative to provide free breakfast after the bell in all stand-alone elementary schools by the 2017-2018 school year. Rollout began in fall 2015. Elementary school students will receive a breakfast that includes protein, a grain, fruit, and milk. By the 2017-2018 school year, breakfast in the classroom will serve 339,000 students.
- Launched New York Thursdays, a program to introduce more regionally grown and produced foods to public school cafeterias. NYCDOE spent \$33.4 million on regional food in 2015, roughly 17.5 percent of total school food spending. On Thursdays, an average of 35 percent of products in school menus are from New York State (compared with about 20 percent on other days). By June, NYCDOE hopes to increase state-sourced Thursday products to 50 percent.



1C. Neighborhoods differ widely in their food options. Many New Yorkers have limited access to full-service grocery stores and few opportunities to buy farm-fresh produce. This initiative is aimed at supporting and expanding efforts to provide fresh food options in underserved neighborhoods.

Since April 2015, the Department of Health and Mental Hygiene (DOHMH) has:

- Distributed over 400,000 Health Bucks, worth more than \$800,000 in fresh fruits and vegetables, to low-income New Yorkers. Over 500 community partners distributed coupons, including more than 120 farmers' markets as a Supplemental Nutritional Assistance Program (SNAP) incentive, and about 385 community-based organizations through nutrition education programming.
- Completed the second year of the Farm to Preschool program, a public-private partnership that connects childcare centers with local farmers and their products. For the 2015 Farm to Preschool season, DOHMH partnered with GrowNYC and the Corbin Hill Food Project to bring GrowNYC's fresh food box and Corbin Hill's farm share to 12 childcare centers serving low-income populations. Almost 58,000 pounds of regional produce, totaling over \$73,000 in sales, were sold in front of childcare centers to parents, staff, and community members between July and November 2015. DOHMH also conducted nutrition workshops and cooking demonstrations to provide education and boost Farm to Preschool participation.
- Continued to work with agency partners to expand healthy choices at supermarkets and corner stores. In support of this goal, the Food Retail Expansion to Support Health (FRESH) program continued to work with retail grocery stores to support the retention and development of neighborhood grocery stores. In 2015, one 37,000-square-foot supermarket completed construction and opened for business, creating 97 jobs, and two other supermarkets advanced in the FRESH approval process. Ten additional FRESH projects are currently in construction.
- Worked with 87 food retail outlets as part of the DOHMH's Shop Healthy program, to help shops make changes in their stores that promote healthier items, increase the stock of healthier drinks and snacks, and increase the supply and visibility of fresh produce. Shop Healthy staff provides technical assistance to retailers that choose to participate in the program, helping them make feasible and impactful changes. The program uses specific criteria to guide bodegas and supermarkets to stock healthier products, place them in highly visible locations throughout the store, and promote these items through Shop Healthy branded advertising.

1D. Urban agriculture plays a small but important role in increasing access to affordable, high-quality fresh food in underserved communities. It also provides opportunities for residents to connect with nature, improve the environment, beautify public open space, learn about growing and preparing nutritious food, and form lasting intergenerational relationships and social bonds within communities.



Youth gardening at GrowNYC program



To help meet its commitment to support urban agriculture and contribute to healthier neighborhoods with vibrant open spaces, the City launched Building Healthy Communities in December 2015. As part of this initiative, the New York City Housing Authority (NYCHA) is working with Green City Force and other partners to establish five new food-producing urban farms that promote healthy food access, youth workforce and leadership development, and community connectivity. Building Healthy Communities is beginning in the Brownsville, Canarsie, and East Harlem neighborhoods. Farms in Staten Island and the South Bronx will be added next year.

In addition, NYC Parks' GreenThumb program provides programming and material support to nearly 600 community gardens across the city. In 2015, GreenThumb distributed over \$13,000 in supplies to community gardens citywide. In partnership with NYC Service, the Youth Leadership Council pilot program placed 32 high school volunteers in eight community gardens in 2015. This partnership produced over 650 volunteer and training hours in neighborhoods throughout the city and helped to foster the next generation of urban gardeners. GreenThumb has also conducted 85 free public workshops since April 2015 and held the 31st annual GrowTogether conference, where over 1,500 gardeners and greening partners attended dozens of workshops.

Initiative 2 Progress: Opened Schoolyards as Playgrounds, Launched New Program to Promote Healthier Design in Public Buildings and Schools

Physical activity is indispensable for health and wellness. It lowers the risk of chronic diseases and it promotes stronger muscles, increased bone strength, better mental health, and even improved academic performance in children. Yet only 69 percent (Community Health Survey 2014) of all adults in New York City and only 19 percent (Youth Risk Behavior Study 2013) of high school students report meeting physical activity recommendations for their age groups. Our schools, places of employment, homes, neighborhoods, streets, and parks all play a major role in encouraging physical activity.

Supporting Initiative Progress

2A. School yard enhancements (NYCDOE)

With children spending about half of their waking hours in school, schools play a pivotal role in their health and wellbeing. To encourage physical activity and active play at school, the City is exploring enhancing existing schoolyards by painting colorful ground markings, including games, tracks, and other creative designs. Painted ground markings have been shown to be a low cost but effective way to increase physical activity.

Approximately 230 schoolyards in all five boroughs have been converted into playgrounds available for public use after school hours. Since April 2015, the Trust for Public Land has sponsored the completion of five additional sites at NYCDOE schools, which includes colorful, fully painted ground-marking games, tracks, and other designs, in addition to fully designed early



childhood playground equipment. An additional eight Schoolyards to Playgrounds projects are in the immediate pipeline, and NYCDOE and the New York City Department of Parks and Recreation (NYC Parks) continue to explore opening additional sites over the coming year, including NYCDOE athletic fields.

Active Design Schools Initiative (DOHMH)

The Active Design Toolkit for Schools, released in May 2015, provides guidance to schools on making enhancements to their physical spaces to support active play, physical education, gardening, sports, and other forms of physical activity.

Building off the Active Design Toolkit for Schools, DOHMH, in collaboration with the Citizens Committee for New York City and with support from the Centers for Disease Control and Prevention, worked with 22 public schools across the city to make Active Design improvements during the summer of 2015. DOHMH provided support and technical assistance to schools for facility needs assessments and to optimize existing active spaces. DOHMH also provided support to 20 early childcare centers for similar enhancements. As a result, Active Design enhancements implemented to date will benefit over 15,000 youth and community members across the city. In addition, since May 2015, DOHMH has trained over 600 school-affiliated individuals, including 120 teachers at NYCDOE’s Professional Development training and over 70 professionals working in early childhood settings.

2B. New Yorkers, on average, spend over 90 percent of their time indoors, making healthy indoor environments and lifestyles an imperative. In March 2016, the Department of Design and Construction (DDC) launched Design and Construction Excellence 2.0: Guiding Principles, which features innovative design and construction strategies to improve buildings and infrastructure citywide. As DDC constructs and renovates public buildings, it will actively promote opportunities to apply the healthy living principles and aims of the Guiding Principles. Design elements such as accessible and inviting stairs, safe pedestrian pathways, recreation space for



Active Design Schools Spotlight

PS 13Q serves grades K through 5 in the Elmhurst, Queens, neighborhood. The school has a large outdoor asphalt area that was previously blank and unappealing for play. As part of their Active Design Project, PS 13Q worked with DOHMH to undertake a space assessment and prioritize needs for enhancing this outdoor space. With the leadership of their physical education teacher, the school administration and students decided to install ground-marking stencils, such as painted hopscotch, foursquare and other interactive games onto their asphalt play area. PS 13Q also installed raised garden beds, and students are now gardening and composting.

The Hungerford School (PS 271R) in Staten Island serves middle and high school students with various disabilities and special needs. This school’s active design project consisted of constructing, developing, and maintaining an all-access garden on school grounds. With wheelchair-accessible vertical green walls and an aroma bed for students with low vision, the garden was designed to be accessible to all students. Exposure to green space and nature is associated with higher levels of physical activity and other positive health and academic outcomes.



PS13Q Active Design schoolyard play area



Fresh produce at GrowNYC Youth Market



building users, and building exteriors that contribute to making the streetscape welcoming for pedestrians can promote healthy lifestyles for all New Yorkers.

DDC, in collaboration with DOHMH and the New York Chapter of the American Institute for Architects (AIANY), held a quarterly FitCity event in the fall of 2015 called Design for Health: Mental Health and the Built Environment Workshop. This event convened agencies and experts in the field of physical health and mental wellbeing. Engaging, interactive workshops helped shape the Healthy Living Guiding Principles and the DDC's Healthy Living research agenda.

2C. People are more likely to exercise when they have access to high-quality parks and recreational facilities. To encourage physical activity and support healthy lifestyles, NYC Parks offers free and low-cost recreation center memberships and free Shape Up fitness classes citywide. In 2015, NYC Parks attracted more than 150,000 visits to over 17,000 classes in more than 200 Shape Up locations. In addition, 20 new Community Parks Initiative sites will feature adult exercise areas designed for users

with a wide range of abilities. NYC Parks is also promoting physical activity by making parks more accessible through its new Parks Without Borders program, which reduces barriers on the perimeter of parks to make them more inviting to members of the surrounding community.

Department for the Aging (DFTA) senior centers throughout the five boroughs provide many opportunities for seniors to engage in physical activities that improve their balance, increase their flexibility, and promote their overall wellbeing. DFTA senior centers also offer adaptive exercise options to accommodate seniors with limited mobility.

Initiative 3 Progress: Replaced 18 roofs at NYCHA buildings and leveraged City funds to promote healthy designs for affordable housing

The home environment is critical to the health and well-being of people of all ages. When homes are poorly maintained or not designed to promote safety and health, occupants can be exposed to a variety of health hazards, such as asthma triggers and fall hazards.

Supporting Initiative Progress

3A. Asthma affects nearly one million New Yorkers and is the most common chronic respiratory disease in children. More than one in three children with asthma living in high poverty neighborhoods are exposed to potential asthma triggers in the home such as pests, second hand smoke, moisture and mildew, and some building materials and products. Disparities in the prevalence and severity of asthma between high and low poverty neighborhoods are exacerbated by these housing-related triggers.



As part of OneNYC, the City has launched new strategies aimed at reducing asthma triggers in the home and improving housing quality for New Yorkers. Among the steps that have been taken so far:

- **NYCHA Roof Replacement:** Construction began in July 2015 at Queensbridge North and South, where 18 out of 26 roofs are already completed; full completion is expected in approximately two years. Construction mobilization has also commenced at Parkside (14 roofs), Albany I and II (9 roofs), and Sheepshead Bay (18 roofs).
- **Promoting Healthy Building Practices in HPD-Financed Projects:** Each year, HPD finances new construction and rehabilitation projects for affordable housing. This financing is being leveraged to promote use of healthy building measures in design, renovation, and ongoing property management. For instance, DOHMH launched a new Healthy Homes Training for HPD-financed projects. This training includes Integrated Pest Management (IPM), smoke-free housing, and active design for HPD-financed new construction and substantial rehab. The training is offered quarterly and is a prerequisite for HPD's Green Communities certification process. Over 100 architects, general contractors, and owners/developers have been trained to-date. The DOHMH certificate of completion is good for three years.
- **Moderate Rehab:** DOHMH, HPD and the Local Initiatives Support Corporation (LISC), launched a new training for HPD consultants performing Green Physical Needs Assessments (GPNA) for HPD-financed moderate rehab. In February 2016, training was provided to over 30 building science professionals under contract with HPD to perform green physical needs assessments. The best practice training focused on IPM and green cleaning practices. Materials were developed on health-related building assessment to add to the GPNA and recommended healthy-building practices. The training will be offered in the future as new consultants are added to the HPD GPNA consultant list.
- **IPM Toolkit:** DOHMH developed an IPM Tool Kit for building owners, staff and tenants to support these training efforts and promote allergen reduction through safer pest control using IPM.

HPD training session for green physical needs assesment



3B. Secondhand smoke (SHS) exposure in the home has detrimental effects on the health of many New Yorkers on a daily basis. Limiting exposure can significantly improve quality of life as well as quality of housing. NYCHA is committed to providing indoor environments that promote health as part of NextGeneration NYCHA, the 10-year strategic plan with a vision to provide safe, clean, and connected communities. In recognition of well-established research that links exposure to secondhand smoke with diseases such as stroke, heart disease, cancer, and respiratory illness, NYCHA regularly engages residents and partners in discussions on smoking and health.

NYCHA provided detailed comments in response to the Department of Housing and Urban Development's proposed rule on smoke-free public housing. Based on



experience from a smoking and health pilot at NYCHA and best practices from other public housing authorities, NYCHA has learned that in order for a smoke-free policy to be successful, it must be phased in gradually over time, preceded by extensive resident engagement that addresses the complex and very personal issues of smoking and health, and coupled with strong partnerships with government and private organizations to support residents who smoke and want to quit.

3C. New York City is committed to helping older adults lead healthy, empowered, and independent lives. One key way to support this goal is to enable healthy aging in place so older adults can remain in their own homes as long as they are willing and able to do so. A safe home environment, free of hazards that cause falls, helps older adults to remain independent in their homes and active in their communities.

As individual agencies as well as in their role as co-leads of the New York City Falls Prevention Coalition, DFTA and DOHMH work on many fronts to prevent falls among older adults in New York City. DFTA, for example, sponsors evidence-based falls prevention programs in senior centers and other settings, coordinates all City agency initiatives related to the Age-Friendly NYC initiative, and is creating an aging-in-place guide for building owners. DOHMH provides public and provider education on falls prevention and conducts research to describe the burden of falls among older adults. The following efforts align with the broad scope of falls prevention efforts that DFTA and DOHMH carry out. In addition, DOHMH developed a brief home safety assessment on falls prevention for home visitors to use in the homes of older adults who receive home-based services.



Healthcare Access

Goal: All New Yorkers will have access to the physical and mental healthcare services that they need

Initiative 1: Ensure all NYC neighborhoods have access to high-quality essential healthcare services

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

A. Create health access points embedded in the communities rather than hospital campuses

B. Ensure critical hospital services are fully functioning in the face of increased demand, weather disasters, and aging infrastructures

C. Adequately provide healthcare services to NYC's growing senior population

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

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

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

A. Integrate patient data across healthcare systems

B. Transform the Medicaid reimbursement methodology

KEY PROGRESS

- Launched “Caring Neighborhoods” initiative to provide medical services in underserved neighborhoods
- Expanded service at Neighborhood Health Centers and secured \$1.7 billion in federal funds to strengthen hospitals
- Prepared to launch new primary care services at six locations, increasing capacity by 25,000 visits annually
- Launched ThriveNYC, the roadmap to expand mental health care citywide through \$850 million of program investments
- Prepared to launch 11 new initiatives to integrate health and social services and close gaps in care

INDICATORS	PREVIOUS	LATEST
Increase the percentage of adult New Yorkers who feel they have received the medical care they needed in the past 12 months	89% in 2013	90% in 2014
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	44% in 2013	No new data this year

Introduction

The City continues its efforts to expand access to healthcare for all New Yorkers. The City has renewed its commitment to NYC Health + Hospitals and its mission to provide healthcare to all New Yorkers—regardless of ability to pay. The City is also working to expand health centers and mental health services into neighborhoods with the highest need, addressing the inequality of access to healthcare, and working to improve health outcomes for all New Yorkers.



Initiative 1 Progress: NYC Health + Hospitals leading the largest Medicaid Performing Provider System; DOHMH supplying technical assistance to majority of NYC’s PPSs and monitoring the behavioral health transition to managed care; and City launching Immigrant Health Access Program

Thanks to the substantial additional resources secured via an \$8 billion Medicaid waiver achieved through a joint effort between Governor Cuomo and Mayor de Blasio, New York

City’s hospitals have the opportunity and resources to make planned, orderly reforms (rather than resorting to the sudden closures that marked the previous decade) while improving the quality and experience of care across the city.

Health + Hospitals is maximizing this opportunity through its Performing Provider System (PPS), namely OneCity Health, which is NYC’s largest PPS. To ensure appropriate care for all NYC residents—with a focus on preventive primary care—the OneCity Health partnership includes hundreds of community-based healthcare providers, services, and organizations. It also includes the H+H network of acute care hospitals, nursing homes, community clinics, and home care services, as well as the MetroPlus health insurance plan. To reduce avoidable hospital use and keep New Yorkers healthy, OneCity Health is creating an integrated delivery system of health and social service providers focused on identifying and engaging patients in care before they become ill.



NYC Health + Hospitals Gotham Health Brownsville Clinic

Health + Hospital’s Gotham Health Center in Brownsville, Brooklyn will be significantly expanded from a child health clinic to a health center that sees both children and adults. Starting in late fall 2016, health services at this location will expand to include family medicine and a diabetes center of excellence. Once the expansion is complete, this Gotham Health location will serve an additional 5,600 patients per year for a total of 7,700 patients annually.



Additionally, DOHMH is a member of the Project Advisory Committees for six out of 11 PPSs and actively participates on the clinical, data, and IT committees of four PPSs. Technical assistance is provided to increase certification of primary care practitioners with Patient Centered Medical Home (PCMH) certification and/or Advanced Primary Care Models. DOHMH also provides data reports around PCMH and Meaningful Use to help PPSs understand their partner composition.

DOHMH is providing assistance for environmental interventions, home assessments, and integrated pest management (IPM) services to the PPSs that chose asthma home management as one of their clinical improvement projects. DOHMH has also convened all 11 NYC PPSs to discuss best practices around integration of primary care and behavioral health. The seven NYC PPSs that chose HIV for their population health domain engaged DOHMH as their official convener and TA provider for implementing best practices, data strategy, and meeting coordination.

Complimentary to this work on the Medicaid waiver, DOHMH convenes the New York City Regional



First Lady Chirlane McCray visits a Connections to Care site

Planning Consortium (RPC), a multi-stakeholder body tasked with monitoring the implementation of managed behavioral healthcare and identifying solutions to issues raised by RPC members. The RPC is comprised of steering groups with representation from the following key stakeholders: managed care plans, provider groups and coalitions, service recipients, health homes, and New York City Health + Hospitals. Since the RPC's roll out in late 2014, DOHMH has led regular meetings with these groups, focusing on issues related to service efficiency, access, quality and capacity, as well as plan performance and system stability. The RPC serves as an entry point for vital, real-time feedback and recommendations from key stakeholders for improving the transition of behavioral healthcare into the Medicaid managed care system, ensuring that essential behavioral healthcare services remain available.

In addition to these activities to preserve and transform healthcare in NYC, the City is launching a program to promote primary care access and coordinated care for uninsured immigrant New Yorkers. In May 2016, the City will launch ActionHealthNYC, a program that offers affordable healthcare to low-income New Yorkers who do not qualify for public health insurance programs. The program features access to primary and specialty care at predictable, affordable costs; assignment to a primary care home where patients can build relationships with health professionals who understand their medical history and healthcare needs; and additional care support mechanisms for individuals with chronic health conditions. With ActionHealthNYC, New York City is one of the first major U.S. municipalities to expand healthcare access since the passage of the Affordable Care Act.

ActionHealthNYC is a multi-agency effort across the Mayor's Office of Immigrant Affairs, DOHMH, HRA, NYC Health + Hospitals, the Mayor's Office of Operations, and the Mayor's Fund to Advance New York City, with support from the Robin Hood Foundation, the Rockefeller Foundation, and the Altman Foundation.

Initiative 2 Progress: Expanded service at neighborhood health centers and secured \$1.7 billion in federal funds to strengthen hospitals

Supporting Initiative Progress

2A. Gotham Health is a network of neighborhood health centers affiliated with Health + Hospitals that offers geographically convenient, patient-centered care, representing the shift from a hospital-centric corporation to a wellness-focused health system. After being awarded over \$500,000 in federal funding in August 2015, in March 2016 Gotham Health expanded services to treat an additional 8,000 patients annually at neighborhood health centers in Fort Greene, Brooklyn. Throughout the fall and winter of 2016, Gotham Health will begin offering expanded services at six additional existing sites and open new locations in Brooklyn, the Bronx, and Queens. In total and at full capacity, eight Gotham Health locations will serve over 57,000 New Yorkers annually.



2B. In response to Superstorm Sandy, the City successfully secured approximately \$1.7 billion in federal funds to strengthen, rebuild, and protect many of our essential healthcare facilities. Work to move damaged critical operational components to a level above the 500-year floodplain has been completed at all vulnerable facilities. In addition, major work is underway to ensure system resiliency so NYC Health + Hospitals can provide improved access to care during future emergencies when patients need help most.

2C. Health + Hospitals approved a project to convert an existing 23,000-square-foot inpatient unit at Harlem Hospital to a geriatric friendly unit, with completion expected this summer. The new unit will feature acoustical ceilings, safety handrails, and signage to assist in way finding, a new Activity Therapy and Rehabilitation gym, multifunctional LED lighting, and new bathrooms that accommodate handrails and raised toilets.

Initiative 3 Progress: Launched Caring Neighborhoods initiative to provide medical services in underserved neighborhoods

In October 2015, the City announced its Caring Neighborhoods initiative, a transformative new program that will expand federally qualified health centers to significantly increase primary care access for thousands of residents in underserved neighborhoods across the city. Spearheaded by H+H, the NYCEDC, and DOHMH, Caring Neighborhoods builds primary care capacity in neighborhoods where, for decades, over a million New Yorkers have faced limited options for convenient and affordable healthcare services. In 2016, 15 new or expanded primary care clinics will open in 14 underserved neighborhoods. Thanks to Caring Neighborhoods, when operating at full capacity the clinics will allow over 100,000 patients to receive affordable primary care in their own neighborhood, regardless of documentation status or ability to pay.

This initiative targets high-need neighborhoods throughout the City that lack adequate access to medical care. Neighborhoods were determined through a City-commissioned analysis conducted by the Community Healthcare Association of New York State, with supplemental areas identified at the recommendation of DOHMH.

Initiative 4 Progress: Launched Thrive NYC, a roadmap that is expanding mental health care citywide

In November 2015 the administration launched ThriveNYC: A Mental Health Roadmap for All, a bold plan of action to guide our city toward a more effective and holistic system. ThriveNYC approaches mental health with the population-wide lens that is critical to building sustainable solutions to benefit all New Yorkers. In this vein, the City has launched a public awareness campaign that will reshape the conversation around mental health, promote mental wellness and early intervention, and educate New Yorkers on how to get services. Over the next five years, the City will also train 250,000 individuals in Mental Health First Aid, a program that helps everyday New Yorkers better understand the signs and symptoms of mental illness so they can respond and connect someone struggling with mental health challenges to the professional health services they may need.



The City Releases ThriveNYC: A Mental Health Roadmap for All

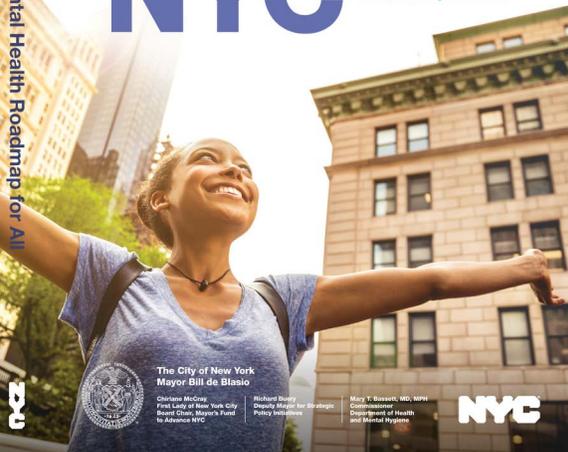


As health delivery systems and payment models evolve, so too must our traditional points of access to these services. ThriveNYC has worked to reduce stigma and ease access to behavioral healthcare by expanding the availability of mental health providers in City-run locations like schools, senior centers, runaway and homeless youth shelters, and criminal justice institutions. The Mental Health Service Corps is an unprecedented initiative to close gaps in behavioral health services and facilitate the integration of behavioral health services into primary care. Starting this summer, the City will create a corps of approximately 400 master’s and doctoral-level clinicians and physicians to work in primary care practices, substance use programs, and mental health clinics in high need communities throughout the city. Members will partner with their clinical teammates to expand the use of the Collaborative Care model with patients dealing with depression, anxiety, and substance misuse. Finally, this fall the City will launch NYCSupport, which will employ call center industry best practices and cutting edge technology to ensure that all New York City residents can access the right behavioral health services and supports at the right time—via phone, text, and internet-based communication.

ThriveNYC: A Mental Health Roadmap for All

Thrive NYC

A Mental Health Roadmap for All



Initiative 5 Progress: City participation in NYS-led healthcare policy and planning, and Health + Hospitals pursuing health IT and payment reform

Supporting Initiative Progress

5A. In collaboration with state designated qualified entities (QE), also known as regional health information organizations (RHIO)*, DOHMH has hosted an event and conducted outreach with primary care practices throughout the city to encourage connecting and exchanging healthcare information. DOHMH continues to promote state incentives to facilitate connections to the Statewide Health Information Network for New York (SHIN-NY) through New York City-based QEs and some activities have

been facilitated by working with PPS provider networks and partners such as health plans and medical societies. For behavioral health providers who do not currently have the technological infrastructure to efficiently transition to a managed care system, DOHMH successfully negotiated and received \$10 million in state funding to implement a two-year project to provide electronic billing and health record systems, technical assistance, and clinical practice support.

In addition to continuing to advocate for SHIN-NY, Health + Hospitals is taking steps to improve its ability to share patient data across healthcare providers. As part of the IT infrastructure being developed for OneCity Health, H+H will expand the use and capabilities of a web-based care management platform starting in August 2016. The platform will allow H+H to share real-time patient information with PPS partners, including other community-based healthcare providers.

*RHIOs are a type of health information exchange organization (HIO) that brings together healthcare stakeholders within a defined geographic area and governs health information exchange among them, for the purpose of improving health and care in that community.



In April 2016, NYC Health + Hospitals began to roll out a new, state-of-the-art electronic medical record system to significantly improve quality of care, support operational efficiencies, and contribute to successful redesign of the overall patient experience. Under the new system, each patient will have a single electronic medical record across the entire system's numerous care settings, so that no matter which facility a patient walks into clinicians will have instant access to their medical history.

5B. Throughout 2015 and 2016, representatives from DOHMH and NYC Health + Hospitals have participated in the State's Medicaid waiver Value-Based Payment Workgroup and associated subcommittees. Subcommittees include technical design, social determinants of health and CBOs, regulatory impact, advocacy and clinical engagement, and clinical advisory groups. The Workgroup provides a significant opportunity to rebalance how Medicaid pays for primary care and outpatient services, and through participation the City continues to highlight this issue. For example, the City supports a proposal to allow certain preventive activities to continue to be paid fee-for-service—if the long delay between investment and return would disincentivize provision at optimal volume. DOHMH expects to co-convene the Medicaid Managed Care Behavioral Health Quality Steering Committee (QSC), which will be comprised of representatives from the relevant state agencies and DOHMH. QSC will monitor and oversee the quality of behavioral healthcare in Medicaid managed care plans serving New York City residents to ensure that the transition from fee-for-service to managed care for behavioral health providers also improves coordination and quality of care.

In addition to policy work on the Value-Based Payment subcommittees, Health + Hospitals' Accountable Care Organization (ACO) is part of an innovative national program that seeks to demonstrate how new payment structures can incentivize improved patient outcomes and health while reducing overall healthcare costs. In 2014, H+H's ACO realized reductions in Medicare costs that saved taxpayers \$7.1 million and generated more than \$2.5 million in payments for its health system and partners.



Criminal Justice Reform

Goal: 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

Initiative 1: Reduce crime and unnecessary incarceration

- A.** Use advanced technology and integrated data to accurately and effectively reduce crime
- B.** Reduce crime through changes to criminal justice facilities that will promote concepts of fairness and confidence in the law
- C.** Enable crime prevention through environmental design
- D.** Reduce incarceration by examining risk, needs, programming, and system flow

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

- A.** Create neighborhood CompStats with residents and City agencies in high-distress neighborhoods
- B.** Implement a regular citywide method of surveying resident engagement

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

- A.** Introduce strategic tools for health and neighborhood safety
- B.** Build crime-and-incarceration reduction strategic tools

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

KEY PROGRESS

- Equipped law enforcement with new technology, improved criminal justice facility design, and added crime-detering lighting
- Implemented Mayor’s Action Plan for Neighborhood Safety to reduce crime in public housing citywide
- Developed new data systems that share key criminal justice information among 17 City agencies
- Launched a major expansion of domestic violence shelters that will increase capacity by 50% to 13,300 people

INDICATORS

Decrease the crime rate

PREVIOUS

110,023 major felony crimes in 2014

LATEST

103,872 major felony crimes in 2015

Decrease the average daily population (ADP) in jail

11,408 in 2014

10,240 in 2015

Decrease the percentage of domestic violence victims not linked to shelters

48% in 2014

53% in 2015*

*See contributing factors in Appendix

Introduction

New York City will continue to build on its record of reducing crime and unnecessary incarceration. Crime in the city has continued to decline at a faster rate than for the nation as a whole, and measured by major crime rates New York is the nation’s safest big city. From 1993 to 2014, the city’s murder rate decreased from 26.3 to 3.9 per 100,000 residents. During this period of rapid decline in crime (particularly violent crime), incarceration rates have also declined.

The city’s murder and violent crime rates continued to decline last year, even as they rose at the national level. In 2015, major crime in the city decreased by 2 percent, shootings fell by 3 percent, and the average daily jail population declined by 10 percent.

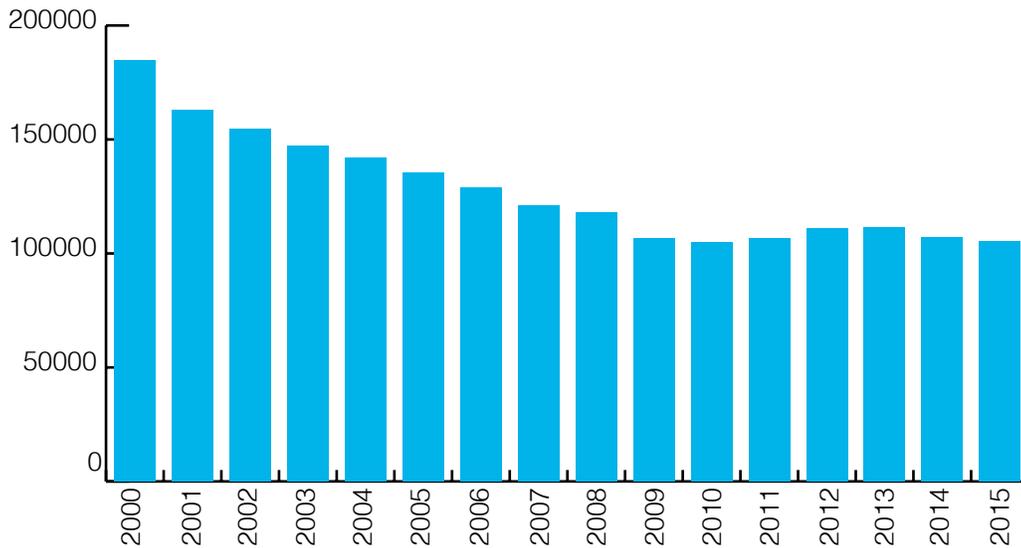
Despite these successes, there is still work to be done. New York City still experiences isolated shooting spikes concentrated in a few neighborhoods and largely committed by a few gangs and street crews. These isolated shooting spikes also reflect substantial



issues of equity. Crime rates still vary significantly by neighborhood, and in some parts of the city, rape, grand larceny, and felony assaults have increased since 2009. The devastating effects of crime are also disproportionately felt by low-income New Yorkers. The City will continue to work with residents to strengthen these neighborhoods and support the people in them.

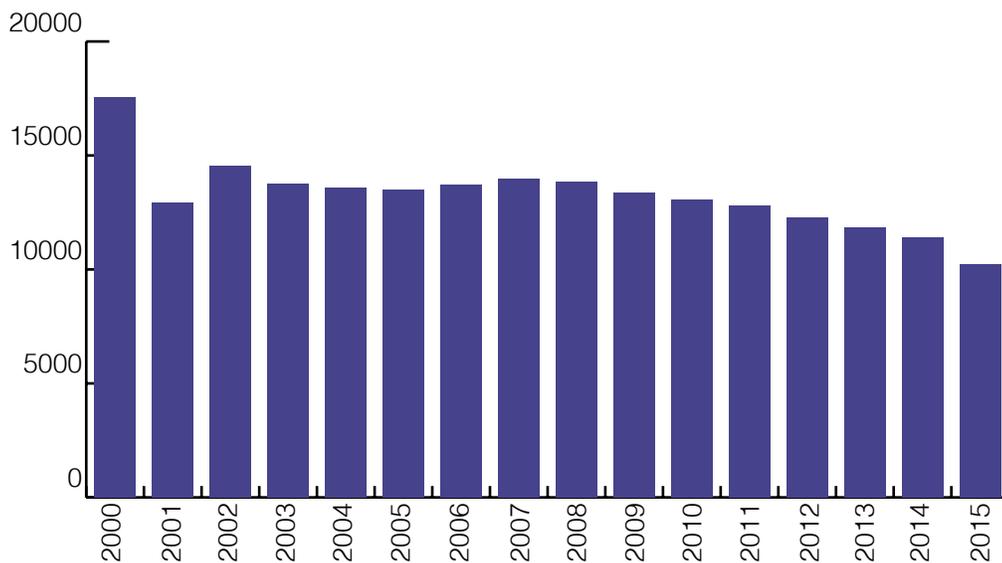
Additionally, the jail population can be further safely reduced by expanding alternatives for low- and mid-risk individuals and reducing case delay. As a matter of fairness, the City will continue its work to ensure the appropriate enforcement response, avoiding unnecessary arrests and ensuring law enforcement resources are concentrated on the narrow category of individuals driving the city’s violent crime.

NYC Major Felony Offenses CY 2000-2015



Source: Mayor’s Office of Criminal Justice

NYC Average Daily Inmate Population FY 2000-2015





Initiative 1 Progress: Equipped law enforcement with new technologies, improved criminal justice facility design, and added crime-detering lighting

Reducing the jail population while keeping communities safe requires a set of interconnected strategies involving both law enforcement and non-law enforcement approaches. The City must do more to use crime data, risk assessments, and considerations of fairness to guide decisions on the streets and in the courtroom. At the same time, the City must make targeted investments that strengthen communities. Among the approaches that have proven most successful are ones focused on violent crime such as Project Fast Track; intensive community engagement and joint problem-solving in high-crime neighborhoods; expanded community-based violence interruption services; and efforts to reduce the number of youth, young adults, or people with behavioral health needs cycling through the criminal justice system.

Supporting Initiative Progress

1A. A major challenge in modern policing is ensuring that police officers are able to make real-time assessments of risk and needs. These assessments require access to reliable, complete, and timely information. With the right tools, police officers can more effectively fight crime and focus their efforts where they are needed most. The City has made significant investments in both technology and back-end data integration systems to enable more informed policing that responds to the unique risks and needs of a given situation.

In 2015, the City increased its investment in ShotSpotter, a gunshot detection technology that triangulates the location of a gunshot to within 25 meters of where it was fired. Making this information immediately available on mobile devices allows officers to deploy to a specific location instead of a general area, saving resources and increasing the chances that shooters will be caught. In addition, the City has equipped every police officer and police car with a tablet, phablet, or smartphone.

In 2015, arrests decreased by 18 percent and criminal summonses decreased by 17 percent. The dissemination of relevant data enables a more calibrated approach that has reduced the number of unnecessary arrests without compromising crime reduction.

The City is also building an integrated data platform that will help facilitate the cross-agency coordination of needs-based programs and services. The platform's objective is to connect City agencies, District Attorneys, defenders, courts, and providers to ensure that all institutions and individuals who interact with people involved in the criminal justice system have data and analytics to drive informed decision-making. This increased access to relevant information will help to reduce crime and unnecessary incarceration. The improved technology will also give police officers better access to quality information about community resources so they can more effectively match individuals to appropriate services. This data platform will be available by December 2016.



New lighting at select NYCHA campuses as part of MAP program

1B. In 2016, the City will begin reviewing the infrastructure in probation, police, and court facilities to ensure that the physical design promotes positive interactions among actors in the criminal justice system. For example, the work could include review of how victims are separated from their alleged attackers in facilities; how rooms shape defendants' and lawyers' opportunities to consult meaningfully; and whether correction officers have the tools they need to escort inmates to court in a timely fashion without causing unnecessary case delays.

1C. The physical design of neighborhoods can have a significant effect on crime rates. The City has launched the Crime Prevention through Environmental Design (CPTED) initiative to deter criminal behavior through design improvements. In this initiative, comprehensive surveys will be developed that identify ways in which the built environment can help prevent crime. The City has identified a provider to conduct these surveys and will now establish teams to conduct the CPTED analysis. The City will also conduct a survey of neighborhood residents to solicit their input on how changes to the environment can reduce crime. Both of these projects will be completed in 2016.

In March 2016, in partnership with residents from 40 public housing developments, the City began a study that will be the first in the country to rigorously examine the effect of various lighting installation strategies on crime reduction. Residents of public housing developments helped shape, study, design, and select locations for 400 units of additional lighting, and the results of this study will inform how the City makes future investments in permanent lighting. The new light installation is part of a comprehensive security plan to improve the lives of New York City Housing Authority (NYCHA) residents by increasing safety through more lighting, additional security cameras, and improved interagency coordination.

1D. An effective criminal justice system should be able to assess risk levels at key points, including both risk of flight and risk to public safety. This information is critical to making informed decisions about how best to promote public safety, and how to handle individuals in the criminal justice system. The City has created two new tools to increase the risk-assessment abilities of the criminal justice system: a risk assessment tool that is part of the citywide supervised release program and a risk of flight assessment tool.

In March 2016, the City expanded supervised release citywide, a program designed to cut unnecessary detention and reduce reliance on monetary bail. Judges citywide can now assign 3,000 eligible, lower-risk defendants per year to a supervisory program that allows them to remain at home with their families and continue working while awaiting trial. As part of the supervised release eligibility assessment, the City launched a new pre-trial risk assessment tool that takes into account risk classification and needs assessments within incarceration settings. This tool will allow judges to make decisions about supervised release with more information and a greater degree of confidence. In addition, the City is creating a risk of flight tool, which will be completed on or before October 2016. In the first month of operations, there were more than 200 supervised released intakes, and the City expects the rate to increase in the next few months.



In addition to strategies that cut unnecessary pre-trial detention and reduce reliance on money bail, the City will provide effective programming for inmates during their incarceration and appropriate services in the community. The City also offers cost-effective programming in juvenile and adult facilities that is designed to reduce re-offending. The City makes supportive housing available to individuals who repeatedly cycle through the criminal justice system with the goal of helping them to re-enter society and avoid recidivism. In 2015, the City allocated approximately 200 slots to frequent users of the shelter and jail systems. This program has identified individuals with the greatest need for such housing and has begun offering these services to qualified individuals. More than 30 people have already been placed.

Initiative 2 Progress: Implemented Mayor's Action Plan for Neighborhood Safety to reduce crime in public housing

Smart reforms have made New York City the safest big city in the country. However, crime and violence still disproportionately affect some of the City's most disadvantaged neighborhoods. In 2015, borough-specific homicide rates per 1,000 residents ranged from 0.07 in the Bronx and 0.06 in Brooklyn to 0.03 in Manhattan, Queens, and Staten Island.

Through the Mayor's Action Plan for Neighborhood Safety, the City is working to comprehensively strengthen neighborhoods in and around 15 NYCHA developments that have experienced some of the highest crime rates in the city. Neighborhood strength and social cohesion are associated with lower crime rates. In 2015, the Mayor's Action Plan for Neighborhood Safety (MAP) generated significant and meaningful information for use in crime prevention. Over 500 NYCHA residents have shared their first-hand knowledge of the causes of crime and how it can be effectively reduced. Leading crime prevention researchers agreed with many of their assessments, including the general point that crime is often concentrated in marginalized communities. To prevent crime, the City will focus on strengthening neighborhoods and supporting the people who live in them.



The Bail Lab

On October 13, 2015, Mayor de Blasio announced the Bail Lab, the latest step in the City's strategy to reform New York City's bail system by avoiding unnecessary jail time and protecting public safety. Currently, there are approximately 47,000 people detained on bail in New York City every year. The Bail Lab aims to safely reduce this number for low-risk individuals. Since announced, the Bail Lab has partnered with the courts to solve the larger problems that plague the money bail system in New York City by testing alternatives to money bail, working with judges to use alternatives, testing payment strategies, and expanding data on defendants' risks. As part of this initiative, the City is collaborating with the court system and Department of Correction to eliminate procedural and physical obstacles to paying bail in order to make that process faster and easier, and to reduce unnecessary incarceration. The City is also working with judges to encourage use of alternatives to money bail, and plans to provide judges with stronger data on the outcomes of their bail determinations to better inform bail decision-making. The City is crowdsourcing innovations by soliciting input from New Yorkers on how to solve problems with bail in New York City.

As part of the larger bail reform process, the City recently launched a program that will safely supervise 3,000 eligible, low-risk defendants in the community instead of detaining them while they await trial. The City is also supporting Council Speaker Melissa Mark-Viverito's creation of a citywide bail fund, working with the Council to create eligibility criteria for this valuable program. Finally, the City is pursuing a change to State law so that New York is no longer one of only two states that prohibit judges from considering public safety risk when making bail determinations.

These initiatives will help the City address the pressing problems associated with bail and develop a fair and effective 21st century pre-trial system.



Supporting Initiative Progress

2A. During MAP's first year, the City has focused on laying the groundwork for long-term participatory community engagement to strengthen neighborhood cohesion. In April 2016, the City launched an initial phase of MAP's NeighborhoodStat, which brings residents and agencies together to identify key public safety issues and to develop solutions based on their combined expertise. This engagement initiative includes reviewing data and tracking outcomes to ensure that the City and its residents are able to evaluate progress in real time and deliver results. Regular participatory-style meetings with all NYCHA residents, law enforcement, and other agencies will occur at all 15 MAP sites in 2016.

2B. The City will conduct a survey to assess residents' experiences of their communities. The survey tool has been completed and will soon be released. The survey will be conducted online, where ease of use and other incentives will encourage residents to respond to periodic questions about neighborhood satisfaction and cohesion. The information collected will enable the City to track changes in attitudes and raise resident confidence in government responsiveness.

Initiative 3 Progress: Developed new data tools that allow for program analysis and established data share agreement among 17 City agencies

The City is developing a citywide integrated data platform to ensure that agencies that interact with people affected by the criminal justice system have the data and analytics they need to make informed decisions to reduce crime and unnecessary incarceration. The Citywide Data Integration Framework has made data sharing more efficient than ever before, and 17 agencies have signed on to the framework. The data integration project has also developed three critical operational tools: a case processing and tracking tool, the Justice Provider Management System, and the interagency tool designed to share information to coordinate care under NYC Safe Hub, an initiative designed to expand treatment options for individuals identified as mentally ill that pose the highest concern for violent behavior.

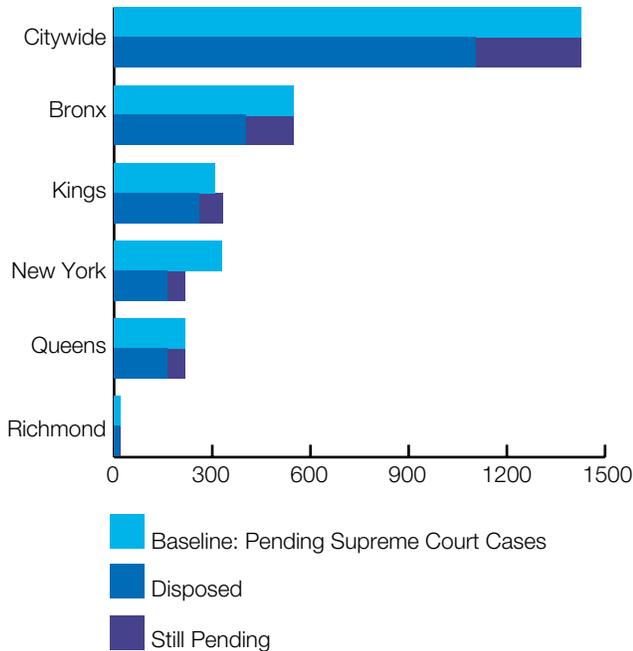
Supporting Initiative Progress

3A. Strong communities with robust networks of programs and services lay the groundwork for public safety. An analysis by Crime Lab New York (a group of criminologists, economists, and policy analysts working with the City) used a rigorous control method to compare the 15 MAP developments to a matched set of developments with almost identical crime patterns as the 15 MAP sites. When the first full year of the initiative was marked in July 2015, violent crime in the 15 MAP developments had reduced by 11.2 percent compared to the preceding year. After the first year, Crime Lab found that the felony crime rate in these 15 developments was 5 percent lower than it would have been without MAP interventions. While citywide, violent crime did go down 6 percent during fiscal year 2015, a recent study by the Manhattan Institute independently concluded that the effect of the MAP initiative is "promising," citing a "10 percent net treatment effect on total major crime."

Status of Cases, by county:

Source: Office of Court Administration

Last update: March 22, 2016



3B. The City is building analytic tools to ensure fair and appropriate decision-making once an individual is in contact with the justice system. This includes strategies to reduce case processing times, improve matching of candidates to diversion programs, develop alternatives to detention and incarceration programs, conduct pre-arraignment and pre-trial screening, and reduce warrants through reminder systems for summons appearances.

In 2015, in partnership with the courts, prosecutors, and the defense bar, the City implemented one such system: Justice Reboot. Justice Reboot is designed to move cases through the criminal justice system more quickly, with the goal of further reducing the average daily population in Rikers Island jails and increasing system legitimacy. The City began by identifying 1,427 target in-custody cases that were one year old or older at the end of March 2015. Since then, 78 percent of cases have been resolved. The City continues to identify such cases and resolve them.

The City has also built a set of strategic tools designed to support people with behavioral health needs in chronic care treatment. These tools are designed to help prevent these individuals from coming into contact with the criminal justice system.

Additionally, through the launch of NYCSafe, the City is working to identify early signs of distress and respond with effective interventions that aim to prevent violence before it erupts. This program has been focused on the narrow population of individuals who have mental illness and are at risk of becoming violent.

Initiative 4 Progress: Launched a major expansion of domestic violence shelters that will increase capacity by 50 percent to 13,300 people

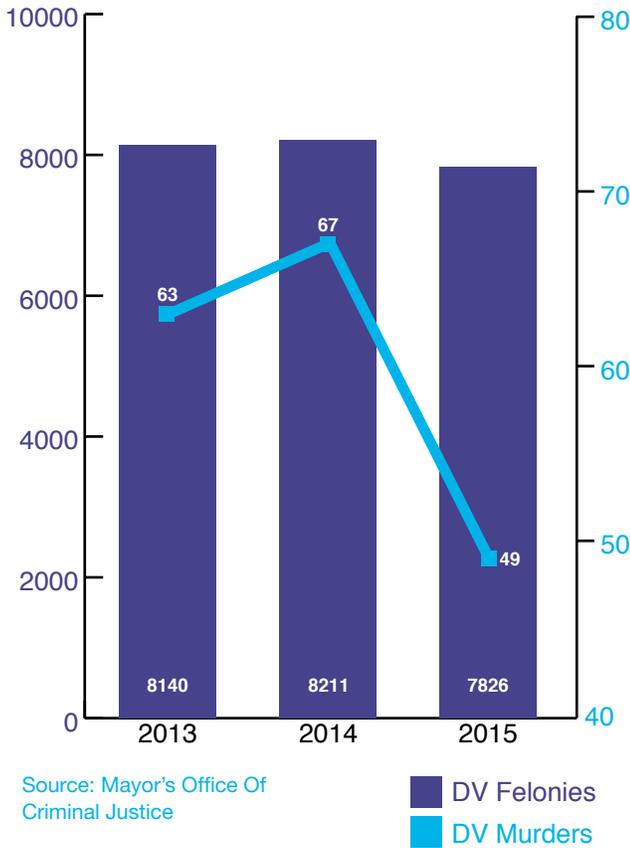
Domestic violence can affect any New Yorker. No one is immune to the consequences of abuse, regardless of socioeconomic status, race, gender, or sexual orientation. Emergency and transitional shelter are among the top priorities for clients who seek assistance through the New York City Family Justice Centers, particularly for high-risk survivors who come to the Office to Combat Domestic Violence (OCDV) through our Domestic Violence Response Team.

In 2015, OCDV launched several key interagency and/or community-based initiatives, including:

- The CARE Program, which, in collaboration with ACS and as part of the City's ThriveNYC mental health initiative, provides workshops on healthy relationships for youth in foster care



Domestic Violence Felonies & Murders



Source: Mayor's Office Of Criminal Justice

- A partnership with NYC Health + Hospitals to bring clinical psychiatric services and psychopharmacologic treatment to the New York City Family Justice Centers
- An interagency workgroup on New York City's blueprint for abusive partner interventions
- The Coordinated Approach to Preventing Stalking (CAPS) program, in partnership with the NYPD and the Queens and Staten Island District Attorneys' offices

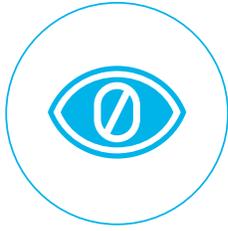
The City is undertaking the largest increase in shelter capacity for survivors of domestic violence in recent history. With this increase, the City will be able to provide both space and specialized services to help survivors of domestic violence rebuild their lives and safely return to the community and independence as soon as possible. Since the start of this year, shelters for survivors of domestic violence, particularly single and pregnant survivors, have been expanding to serve a total of about 13,300 children and adults per year when fully operational, a 50 percent increase over the previous capacity of 8,800 individuals. The expansion will provide:

- 400 new units of Tier II transitional family shelter, which serve approximately 1,200 individuals, almost tripling current capacity to 643 units
- 300 new emergency shelter beds for survivors of domestic violence, including single women and pregnant women, an unprecedented addition to the City's current domestic violence shelter capacity

In addition, HRA implemented several housing subsidy programs designed to move working families and families on public assistance from domestic violence shelter to affordable permanent housing. The three key HRA Rental Assistance Programs that effectively moved over 500 households, including families with children and single adults, out of shelter and into stable housing are:

- LINC (Living in Communities) Rental Assistance Program
- City FEPS (Family Exit Plan Supplement) program
- SEPS (Single Exit and Prevention Supplement) program

HRA collaboration with HPD and NYCHA enabled over 300 families in shelter to secure NYCHA apartments and another 200 to obtain housing with HPD Section 8 vouchers.



Vision Zero

Goal: New Yorkers will continue to embrace Vision Zero and accept no traffic fatalities on New York City streets

Initiative 1: Continue Implementation of the Vision Zero Action Plan

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

Initiative 3: Transform dangerous arterial roads into Vision Zero Great Streets

KEY PROGRESS

- Increased speeding enforcement and installed 250 truck sideguards and 20,000 tracking devices on City fleet
- Completed 80 corridor and intersection safety projects, including 60 at priority locations
- Began safety redesigns to four major corridors with the highest rates of fatal and severe-injury pedestrian crashes

INDICATORS

Reduce the number of traffic fatalities to zero

Reduce the number of serious injuries due to traffic collisions to zero

PREVIOUS

255 in 2014

3,766 in 2014

LATEST

231 in 2015

3,529 in 2015

Introduction

In 2014, the City committed to the Vision Zero goal of eliminating fatal and serious injury traffic crashes, and developed a strategy to pursue that goal. Between 2014 and 2015, traffic-related fatalities in New York City dropped from 258 to 232, the lowest number in recorded history. This progress has strengthened the City’s resolve to make traffic deaths a thing of the past. Traffic fatalities and serious injuries are preventable and the City will continue to use all tools at its disposal to realize Vision Zero, including street design, enforcement, new technologies, and public education.



Queens Boulevard Great Streets Project

Queens Boulevard is a 7.2 mile, 12-lane crash-prone corridor that cuts across more than half of the borough of Queens. The boulevard's long pedestrian crossing distances, high traffic speeds, and highway-like urban design have led residents, elected officials, and local members of traffic safety advocacy groups like Transportation Alternatives and Families for Safe Streets to call upon DOT to make improvements.

In January 2015, DOT, NYPD, and about 100 residents and merchants participated in the first design workshop to address Queens Boulevard from Roosevelt Avenue to 73rd Street. Direction from the community was clear: calm the service road, create more pedestrian crossings, add a protected bike path, and add trees to the boulevard.

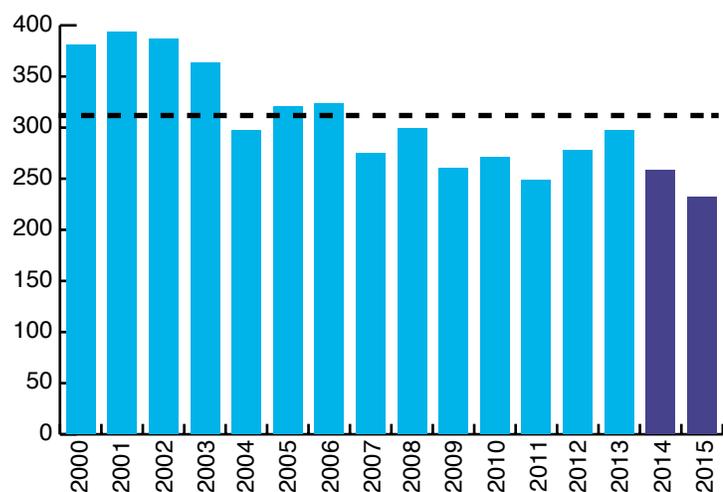
DOT developed a redesign to address these concerns and built out the 1.3 mile project in only 11 weeks. This project reduces speeding and calms traffic, provides safer pedestrian crossings, and creates a new, safe, convenient cycling route by installing 2.6 miles of protected bicycle lanes. The project also closed redundant slips between the main road and service road and reconfigured highway access points to better organize traffic. The bike lane creates a safer connection across Queens for cyclists who were already using the boulevard without designated facilities.

In November 2015, DOT held a workshop to identify residents' concerns on the improvements within the next segment of Queens Boulevard, from 74th Street to Eliot Avenue. DOT is currently working on a design that responds to residents' desire for improved pedestrian crossings, more pedestrian space, a calmer service road, and an extension of the protected bike lane.

Initiative 1 Progress: Increased speeding enforcement and installed 250 truck side guards and 20,000 tracking devices on City fleet

Agencies across the City continue to make progress in implementing the Vision Zero Action Plan. In 2015, the Department of Transportation (DOT) accelerated the pace of street safety projects (see Initiative 2). The NYPD has increased enforcement of speeding by 75 percent and failure to yield by 223 percent compared to the 2011-2013 average. Additionally, the Department of Citywide Administrative Services (DCAS) has installed over 250 truck sideguards on City fleet vehicles to protect pedestrians and bicyclists. DCAS has also worked with agencies to install aggressive driving tracking devices on over 20,000 City vehicles. The Taxi and Limousine Commission (TLC) began the Vehicle Safety Technology Pilot to study how different kinds of technology, such as driver monitoring and driver alert systems, improve the driving habits of TLC licensees and inform any future policymaking involving these innovative technologies. TLC also began requiring all car service drivers to complete a 24-hour pre-licensure course similar to one already required for taxi drivers, which is expected to provide thousands of new drivers with instruction on Vision Zero and other important topics in its first year. Finally, the DOHMH conducted a series of focus groups to identify how best to communicate with older New Yorkers about street safety.

Traffic Fatalities in NYC



■ Vision Zero

--- 2000-2013 Average Prior to Vision Zero

Source: NYCDOT



Pedestrians safely crossing the street at Broadway and W 96th St



Initiative 2 Progress: Completed 80 corridor and intersection safety projects, including 60 at priority locations

Over the course of 2015, the City implemented 60 corridor and intersection safety projects at priority locations identified in the City's Borough Pedestrian Safety Action Plans, surpassing its annual target of 50 projects. The City implemented an additional 20 Vision Zero safety projects at other locations. In total, the City completed 80 safety projects citywide—a 67 percent increase in pace over the five years prior to Vision Zero. The City upgraded traffic signals as well, installing Leading Pedestrian Intervals—which help pedestrians more safely cross the street—at 417 locations.

Initiative 3 Progress: Began safety redesigns to 4 major corridors with the highest rates of fatal and severe-injury pedestrian crashes

The Vision Zero Great Streets program is implementing safety redesigns to major corridors with the highest rates of fatal and severe-injury pedestrian crashes. The redesigns are being conducted in two phases: (1) improvements in temporary materials that can be implemented in the short term and bring immediate safety benefits, and (2) major capital projects which will build out these improvements in permanent materials. The four Great Streets are Queens Boulevard in Queens, the Grand Concourse in the Bronx, and Atlantic Avenue and 4th Avenue in Brooklyn. Significant progress was made on all four corridors in 2015:

- Queens Boulevard: the City completed early action improvements from Roosevelt Avenue to 73rd Street in July 2015. Planning and design for the second phase, from 73rd Street to Eliot Avenue, is currently underway.
- Grand Concourse: the capital project for the corridor is well underway. In 2015, the City completed preliminary design for Phase 3 of the project and initiated final design.
- Atlantic Avenue: in 2015, the City made signal changes to the corridor to improve pedestrian safety. For the capital project, the City advanced preliminary design of Phase I (Georgia Avenue to Logan Street).
- 4th Avenue: safety improvements have been completed in temporary materials along the length of the corridor. The City initiated preliminary design for Phase I of the capital project (9th to 18th Streets and 33rd to 52nd Streets).

In the coming year, DOT will evaluate and test a new initiative to slow and calm left turns, which are three times as likely to lead to fatal and serious injury crashes as right turns. DOT will launch an educational outreach campaign in conjunction with an NYPD enforcement campaign to prevent senior pedestrians from being struck, since adults aged 65 years or older make up 13 percent of the city's population yet account for more than a third of pedestrian fatalities. DCAS will finalize a study on driver alert technology as part of the Safe Fleet Transition Plan. The TLC will develop strategies to reduce fatigued driving among TLC licensees and raise awareness of the safety risks. DOHMH will analyze data and disseminate reports on traffic-related injuries and driver behaviors.

Vision 3

Our Sustainable City

New York City will be the most sustainable big city in the world and a global leader in the fight against climate change

In 2015 the city committed to:

Previous data:

Latest data:

Reduce the city's greenhouse gas emissions by 80 percent by 2050 relative to 2005 levels

13%
(2013)

12% reduction from 2005 levels by the end of 2014 (new methodology)

Reduce waste disposal by 90 percent by 2030 relative to 2005 levels

3,193,800 tons
(11.0% reduction)
(2005)

3,176,900 tons in fiscal year 2015
(11.5% reduction from 2005)

Reduce risks of stormwater flooding in most affected communities

0.25%
(2014)

The backlog of catch basin repairs was 0.44% in fiscal year 2015

How we did:

80 x 50



Quantified potential GHG and energy savings for NYC's 1 million buildings and released groundbreaking package of 80x50 legislation and strategies



Zero Waste



Expanded curbside organic collection to more than 700,000 residents



Air Quality



Achieved 100 percent compliance with Number Six fuel oil elimination



Brownfields



Completed cleanup of 236 tax lots since 2014



Water Management



Broke ground on the 3,400th green infrastructure project since 2011



Parks & Natural Resources



Completed 60 targeted improvements and 35 renovation designs under the Community Parks Initiative

Introduction

One year ago, we pledged to make New York City the most sustainable big city in the world and a global leader in the fight against climate change. We committed to reducing greenhouse gas (GHG) emissions 80 percent by 2050 (the 80 x 50 initiative); to having the cleanest air of any U.S. city; to sending Zero Waste to landfills by 2030; to investing in contaminated land remediation; and to ensuring that all New Yorkers have more access to parks. We are well on our way.

This past year marked a turning point in the fight against climate change and recognizing the role that cities play in leading that fight. Cities are where the rhetoric becomes reality, where decisions are made about buildings, urban planning, roads, energy supply, waste management, water, toxics management, parks, and other areas that affect the most people in dense areas. In its role as a leading global city, New York City has been a strong voice in the international fight against climate change leading up to the adoption of the Paris Agreement at the United Nations Climate Change Conference (COP21). In June 2015, the Mayor joined the Pope and other global city leaders at the Vatican and committed to reducing New York City's GHG emissions 40 percent by 2030 (40 x 30)—an interim target on the path to 80 x 50.

In September 2015, the Mayor signed on to the Under 2 MOU—an agreement among cities and states around the world to both limit per capita GHG emissions to under two metric tons of carbon dioxide and to take action to limit the global average temperature to below two degrees Celsius—the warming threshold at which scientists say there will likely be catastrophic climate disruptions. A few months later, in December 2015, the City's One City: Built to Last plan and the City's Buildings Technical Working Group won the C40 Climate Leader Group's Building Energy Efficiency Award.

New York City has continued to set the pace on climate action here at home, moving to divest from coal stocks in its pension portfolio and putting out a call for supplying 100 percent of its municipal electricity needs from renewable sources. A blue ribbon group of real estate, architecture, engineering, green building, labor and affordable housing entities, community advocates, and others reported out a strategy to cut GHG emissions from NYC buildings. The New York City Greenhouse Gas Emissions Inventory adopted the global Compact of Mayors methodology as its standard. About ten pieces of citywide legislation have been passed since April 2015. The City surpassed its millionth new tree mark ahead of schedule, with Mayor de Blasio helping plant the 1,017,634th tree at Joyce Kilmer Park in the Bronx. The City launched NYC Clean Fleet, which will create the largest electric vehicle fleet of any U.S. city, cut municipal vehicle emissions in half by 2025 (and 80 percent by 2035), and serve as a model for the private sector as well as other cities.

The City is making great progress on our goal to install 100 megawatts (MW) of solar photovoltaic (PV) capacity on City-owned property by 2025 and to support the development of 250 MW of solar PV on private property through group purchasing and community-shared solar PV projects. Between projects already in operation and those in the queue, the City is on track to be a quarter of the way to its 100 MW goal by 2018 and already about a third of the way to completion of its 250 MW goal. We've also streamlined solar permitting to make it easier for building owners to install solar panels.

The year also marked the virtual elimination of the most polluting grade of heating oil from use in buildings. Converting to cleaner burning fuel resulted in an annual reduction of 1,200 tons of particulate matter emissions—preventing a projected 210 premature deaths and 540 hospitalizations annually. The last year also saw the launch of the NYC Retrofit Accelerator—a free, one-stop resource to help owners and operators of privately owned buildings in New York City increase the value and sustainability of their properties through energy and water upgrades. Large challenges remain, but NYC is well poised to continue to tackle these challenges.

Recycling workshop for NYCHA residents





Environmental Justice

One New York: The Plan for A Strong and Just City details how a sustainable city must be one that is also just. OneNYC outlines a long-term vision for New York City's future growth that creates opportunity, prioritizes physical and economic resiliency, and combats inequality. The City has made progress on the following initiatives that provide more just environmental outcomes for all New Yorkers.

Phase out of Number 6 Heating Oil

In February 2016, Mayor de Blasio announced that all 5,300 buildings that were registered as burning Number 6 heating oil in 2011, many of which are located in the city's most vulnerable neighborhoods, have converted to a cleaner burning fuel. This change has resulted in an annual reduction of 1,200 tons of particulate matter emissions – preventing a projected 210 premature deaths and 540 hospitalizations annually. Improvements in neighborhood air quality will produce substantial benefits to residents from Northern Manhattan, to the South Bronx, to Central Brooklyn.

Making Energy and Water Retrofits Most Cost-Effective

New York City is providing additional support for building owners who want to convert from Number 4 heating oil through the NYC Retrofit Accelerator—a one-stop resource to help owners and operators of privately-owned buildings undertake a range of energy and water efficiency upgrades. The Retrofit Accelerator offers a team of efficiency advisors to provide independent, customized advisory services at no cost to building owners to identify energy and water upgrades and navigate the building retrofit process, including financing and incentive options. The Retrofit Accelerator continues the mission of the NYC Clean Heat program by helping building owners convert off of No. 4 heavy heating oil, prioritizing buildings in high poverty neighborhoods because of their great incidence of air pollution-related illnesses. This is a key component of Mayor de Blasio's commitment to reduce citywide GHG emissions by 80 percent by 2050. The NYC Retrofit Accelerator is expected to reduce citywide GHG emissions by almost one million metric tons and save New Yorkers \$350 million in utility costs annually by 2025. Since September, decision-makers for more than 1,000 buildings have engaged with the Retrofit Accelerator's team of efficiency advisors and are now in the process of evaluating cost-saving energy and water improvements.

The City is also launching Community Retrofit NYC—a free program designed to assist owners and operators of small- and mid-sized multifamily buildings in Central Brooklyn and Southern Queens implement energy and water efficiency upgrades. Program staff will take a community-driven approach to scale up retrofit projects in these neighborhoods, which include a large number of small- and mid-sized multifamily buildings that are facing upward market pressures on rents, as well as power quality issues due to increasing electric loads. The program will connect building owners to the City's new Green Housing Preservation Program or other financing and incentive programs to help cover the costs of upgrades and guide building owners and operators through the process of completing a retrofit. As a result, the program will help lower utility costs, preserve affordable housing, reduce air emissions related to inefficient energy systems, and improve quality of life for residents in these neighborhoods.

Additionally, the Department of Housing and Preservation now requires a green physical needs assessment for buildings seeking financing, as well as provides low interest loans for energy efficiency improvements for affordable housing. All of these measures help incentivize demand for energy retrofits for all of New York City's buildings, while keeping costs down.

Solar

The City continues to work on expanding access to clean energy for communities throughout the five boroughs. In fact, a central strategy to achieve the Mayor's goal of reaching 250 megawatts of solar capacity in the private sector by 2025 is to reduce barriers to solar adoption through outreach, education, and programs that reduce the costs of "going solar." The New York City Solar Partnership is primed to launch Solarize NYC, which will empower communities across the city to lead their own solar group purchasing programs in which residents will benefit from education on solar energy technology and available incentives, as well as discounted pricing as a result of pooled demand. The Partnership is also

actively exploring ways to facilitate community shared solar projects in New York City, which would allow renters and other residents who cannot install solar panels of their own to subscribe to output from larger installations located elsewhere in the city, potentially at lower cost.

Waste

The Department of Sanitation (DSNY) is also making strides through implementing the Zero Waste initiative as well as its Solid Waste Management Plan (SWMP), likely to open in 2018. Approximately 55 million vehicle miles of waste-hauling truck traffic annually from City and regional roadways will end with the SWMP, as DSNY waste management operations are shifted to barges and rail transport. In addition, DSNY's trucks have reduced particulate matter emissions by 90 percent since 2005 through filters, ultra-low sulfur biodiesel fuel, and other technology. Private carter trucks are also improving, as fleets are required to be upgraded or replaced to meet new standards. DSNY is continuing to roll-out recycling at NYCHA facilities with more than 850 buildings participating and all NYCHA buildings participating by the end of this year.

Providing Data to the Public through the NYC Environment and Health Portal

The Mayor codified the New York City Community Air Survey (NYCCAS) in 2015. NYCCAS is the largest urban air monitoring program in the U.S. The survey is designed to 1) Monitor air pollutants that affect public health across the city; 2) Identify local emission sources that impact neighborhood air quality; 3) Inform the public and city officials on clean air priorities, and 4) Provide air pollution estimates for health studies.

This data is part of the NYC Environment & Health portal, an online resource that provides community health profiles and neighborhood-level data on many health outcomes and environmental exposures which can be viewed by area poverty indicators. Additionally, DOHMH analyzes air and health data to evaluate the number and distribution of health events due to air pollution throughout the city – and publishes information on disparities in air pollution-attributable health events by neighborhood poverty.

Community Planning and Remediating Brownfields

The Office of Environmental Remediation (OER) secured funding for Brownfield Jumpstart which provides higher levels of City funding and other assistance for environmental investigations and cleanup for affordable and supportive housing in mostly moderate, low-income, and minority neighborhoods. As part of its place-based community brownfield planning program, OER is working with over 25 communities and recently established new grants to help community developers, non-profits, and faith-based developers identify strategic brownfield sites in their communities, develop plans for cleanup and redevelopment that are consistent with community goals, and implement these plans. To give community planners a means to communicate and share information with their peers and learn about cleanup projects and developers that are active in their neighborhoods, OER will launch the Environmental Project Information Center Community (EPIC) online resource later this year.

Community Preparedness

Engaging local organizations and houses of worship in long-term resiliency planning is a key strategy in ensuring community resiliency in the face of climate-related risks. For this reason, the Office of Recovery and Resiliency and New York City Emergency Management (NYCEM) launched a task force to identify strategies for expanding the participation of local community-based organizations and faith-based groups in emergency planning and preparedness, and to inform how the City can coordinate with local groups to enhance community recovery. In addition, NYCEM expanded programs like NYC Citizen Corps to improve the way that residents can participate in local preparedness planning and response activities.



80 x 50

Goal: New York City’s greenhouse gas emissions will be 80 percent lower by 2050 than in 2005

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

- A.** Remove barriers to more efficient power generation and increased renewable power production
- B.** Support the development of renewable power resources
- C.** Increase the share of wind power in the City’s power mix
- D.** Adopt smart grid technologies and reduce transmission bottlenecks
- E.** Expand decentralized power production
- F.** Achieve net-zero energy at in-city wastewater treatment plants (WWTP) by 2050

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

- A.** Reduce carbon emissions from the City government vehicle fleet

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

Initiative 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

KEY PROGRESS

- Over 1,000 projects already signed up for energy efficiency investments in Retrofit Accelerator
- Nearly tripled solar installations citywide since 2013
- City’s bike network reached 1,000 miles; Added 140 stations and 2,000 bikes

INDICATORS

Reduce the city’s greenhouse gas emissions by 80% by 2050 relative to 2005 levels

PREVIOUS

13% through the end of 2013

LATEST

12% through the end of 2014

This year New York City joined the Compact of Mayors, the world’s largest coalition of city leaders addressing climate change, launched at the 2014 United Nations Climate Summit. Membership requires that our Greenhouse Gas Emissions Inventory be consistent with the Global Protocol for Community Scale GHG Emissions Inventory (GPC), an international standard used by over 400 cities around the world. This year the City updated all historic GHG Inventory data collected from 2005 to 2014 to be consistent with the GPC. Using this accounting standard, a comparison of 2014 emissions to the baseline (2005) shows a reduction of 12% while emissions from 2013 to 2014 show an increase of 1%, largely as a result of a colder winter and population growth, emissions per capita remained stable.

Introduction

In September 2014, Mayor de Blasio announced that New York City would cut greenhouse gas emissions citywide 80 percent by 2050. 73 percent of citywide GHGs derive from buildings and how they are operated, the first step taken was to convene a blue ribbon Buildings Technical Working group to address building sector emissions strategies. Last April, with the release of OneNYC, the City expanded the sectors to include energy supply, solid waste, and transportation. Work began on developing a strategic framework for those sectors late last year. The Mayor’s Office of Sustainability will release a detailed 80 x 50 action plan in the fall of 2016, which will integrate all four sector areas. The City’s 80 x 50 plan will identify strategies to achieve 80 x 50 by focusing on the sectors of highest impact: buildings, energy supply, transportation, and solid waste. Following are the frameworks that form the basis of the sector plans to be integrated in the coming months.

City emissions have already dropped approximately 12 percent between 2005 and 2014, with most improvements coming from fuel switching in the power sector. While this progress is promising, New York City must reduce an additional 44.5 million metric tons of carbon dioxide-equivalent (CO₂e) emissions to reach 80 x 50. The work completed to date from the Buildings Technical Working Group demonstrated key strategies that will take us on the path toward 80 x 50. However, reaching 80 x 50 will not be possible solely through cuts in the buildings sector. With less than two percent of the city’s electricity coming from renewable sources, increasing that share will be an important strategy. Transportation and solid waste make up 26.8 percent of GHGs, and addressing these combustion-based emissions have important co-benefits for air quality and other goals as well.

The City has engaged industry leaders and technical experts to provide a 360-degree view and as complete information as possible to underpin the overall action plan. Technical experts modeled “business-as-usual” projections to assess the impact that forecasted population and economic trends, along with the effects that existing policies will have, on the city’s greenhouse gas emissions for each sector from now until 2050. These business-as-usual baselines identify the level of emissions that would result if no additional action was taken and give guidance to the level of additional emissions reduction necessary to achieve 80 x 50. Based on this analysis, the City and its experts found that existing policies and trends do decrease projected emissions—even considering population and economic growth—but to achieve 80 x 50 will require deep shifts in the way we generate and use energy, move around the city, and consume materials and services. As a next step, the City, with input from stakeholders and technical experts, will narrow down specific actions that further reduce greenhouse gas emissions in the short term and set the foundation for deeper emissions reductions in the future. Each action will be evaluated for its greenhouse gas reduction potential, technical and regulatory feasibility, and cost-effectiveness, as well as a set of additional criteria consistent with the OneNYC visions: affordability to households and businesses, health and well-being, reliability of utility services, ability to withstand extreme weather impacts, job development potential, access to jobs and services, resource preservation, public safety, and strengthening communities.

Initiative 1 Progress: Launched strategy development to reduce GHGs from NYC’s energy supply

For the city to achieve 80 x 50, an important strategy is to transition to a power supply derived from renewable sources for multiple GHG sectors, rather than continuing to rely on a fossil fuel-based supply, as is currently the norm. This has the potential to cut the base level of emissions from both building and transportation sectors, in particular. But at present, renewables provide less than two percent of the city’s electricity (not including nuclear power). Because of the combustion-based foundation of electricity in the NYC grid, electricity generation currently accounts for approximately 30 percent of citywide greenhouse gas emissions. The challenge with this sector is that it is the one over which the City has the least authority, as power is regulated by a series of federal and state agencies. Over the last year, the City has adopted two key strategies: (1) use its purchasing power to send signals to the market to promote the development of new renewable sources into the city, and (2) advocate to change regulatory and infrastructure barriers that inhibit new sources of energy flowing into the NYC grid.



Clean Power Plan

As part of ongoing efforts to reduce greenhouse gas emissions from the power plants that supply the city's electricity, New York City filed comments, both independently and as a member of a multi-state coalition, in favor of the U.S. Environmental Protection Agency's proposed Clean Power Plan. In its comments, the City encouraged EPA to look toward the Regional Greenhouse Gas Initiative (RGGI), a multi-state regional emissions trading scheme in which New York State participates, as a successful example of leveraging partnerships to achieve GHG emissions reductions. In March 2016, NYC was one of five cities to join with a group of states to submit a brief to the District of Columbia Circuit Court of Appeals in support of the Clean Power Plan, arguing that EPA has the necessary authority to regulate carbon dioxide from stationary sources under Section 111(d) of the Clean Air Act and endorsing EPA's approach to determining the best available systems of emissions reductions on which its state-by-state emissions targets were based. While the Supreme Court issued a stay, the City's proactive stance in advocating for a cleaner power sector demonstrates its commitment to improving not only air quality in New York City but also reducing the nation's contribution to greenhouse gas emissions.

Initial analyses indicate that in order to attain 80 x 50, most of the electric supply must come from renewable resources. Overarching strategies toward this outcome include (1) reducing emissions from in-city power plants in the near term and transitioning new fossil generation to support a grid dominated by renewables (e.g., large operating ranges, quick startup capabilities); (2) improving the efficiency and flexibility of energy distribution infrastructure with smart grid technologies that optimize energy management of both on-demand and intermittent sources of energy; (3) increasing distributed energy resources at building and community scales, and (4) making investments in large scale renewable energy. Over the past year, the City has taken important steps in these areas.

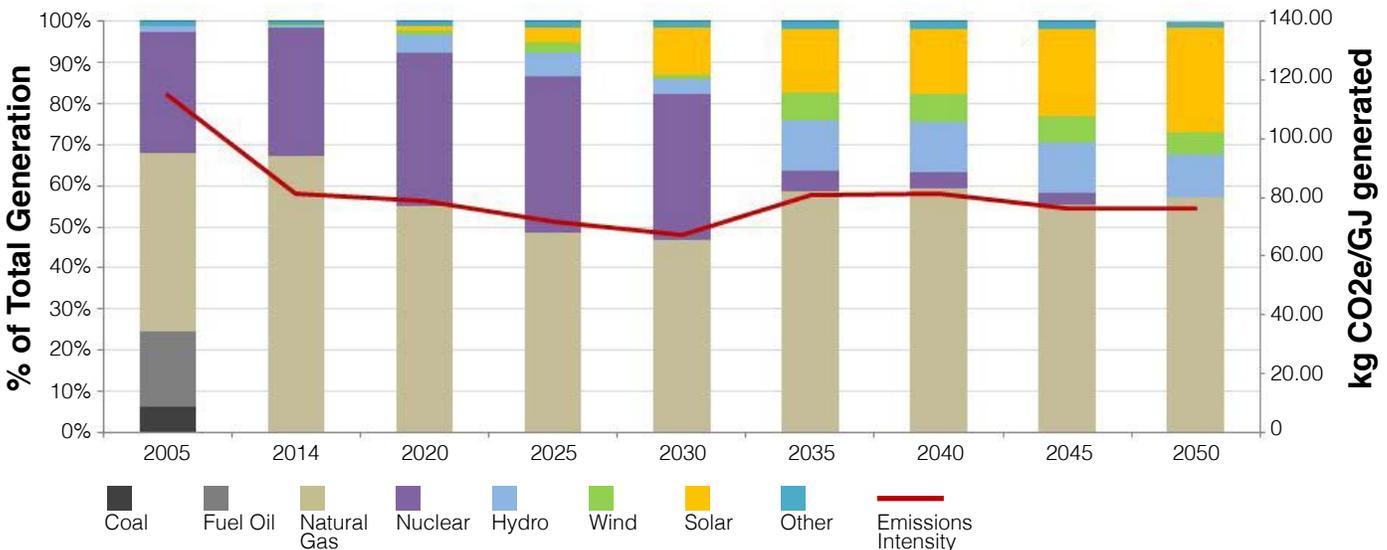
Supporting Initiative Progress & 80 x 50 Strategies for Consideration

1A. The City argued for the Federal Energy Regulatory Commission (FERC) to change regulations that put the development of new renewable energy generation at an unfair disadvantage compared to traditional fossil generation. A major success was achieved in October 2015 when FERC ordered a modification to the existing rules that put the entry of new renewable projects at a competitive disadvantage to fossil generation. In addition, since renewable generation is more expensive to develop in and around New York City and the existing transmission system does not have the capacity to deliver renewable energy from upstate, the City will ask the Public Service Commission, in its Clean Energy Standard regulations, to recognize the value of developing renewable energy projects in locations that can serve areas of high energy demand but with transmission constraints.

1B. Distributed energy resources, including rooftop solar, small-scale wind, energy efficiency, and energy storage, can play an important role in increasing the amount of renewable energy in the

Source: NYC Mayor's Office of Sustainability

Projected NYC Electric Grid Mix and Emissions Intensity



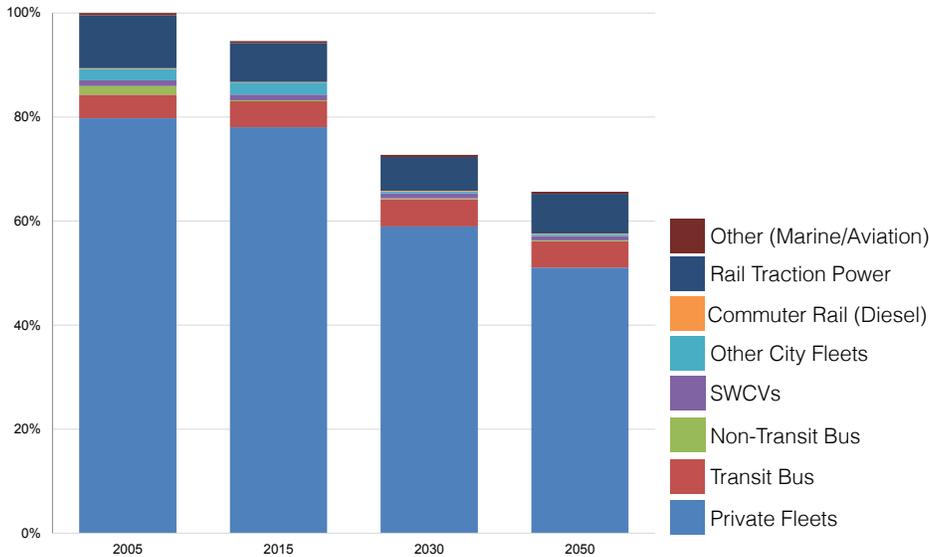
city, especially in the near term. However, many “soft” costs—like permitting and interconnection requirements—have impeded the growth of building and community-scale distributed energy resources. The City has taken important steps to facilitate a more rapid ramp up in this area. For example, building and fire codes, and processing were updated this year to make it easier to install solar PV in more areas of the city.

Municipal operations use 10 percent of the entire electricity demand in the city, and represent a substantial and stable customer for developers seeking to put together financing for renewable energy projects. In July of 2015, the City issued a Request for Information to the private sector to identify projects that would meet 100 percent of City government electricity needs from renewable energy. Responses were received in September, and since then the City has met with various respondents and other stakeholders, including project developers, regulatory agencies, and environmental advocates to explore some of the identified options, as well as others in greater detail. The City’s intent is to spur private sector investment and greater penetration of large-scale renewable energy. To that end, the City has been looking to identify entities it may partner with to serve as an anchor load for the expansion of renewables.

1C. At the national and regional level, the City has been working with the New York Power Authority, the New York State Energy Research and Development Authority, the White House, the U.S. Department of Interior’s Bureau of Ocean Energy Management (BOEM), the Department of Energy, and a number of environmental advocates including, among others, the Natural Resources Defense Council, the Alliance for Clean Energy, the Sierra Club and the National Wildlife Federation, to explore the development of wind energy on the intercontinental shelf off New York. The City joined the Intergovernmental Renewable Energy Task Force—a forum for efficient and effective decision-making regarding offshore wind development. A major milestone was reached earlier this year when BOEM identified a wind energy area approximately 11 nautical miles (nmi) south of Long Beach, New York, extending approximately 26 nmi south east along its longest portion. The entire area is approximately 127 square miles and may be able to support as much as 700 MW of clean renewable power. Based, in part, on the City’s urging, BOEM has committed to conduct a lease auction for this wind energy area before the end of the year. The City will continue to engage with BOEM and the State through the intergovernmental task force to ensure that the process moves forward expeditiously and that additional wind energy areas off New York are identified.

1D. In addition to solar, geothermal legislation enacted this year requires that cost-benefit analyses include the social cost of carbon when comparing geothermal to traditional heating systems for City-owned buildings. The City is also conducting a community energy mapping study to analyze the potential for a wide range of distributed energy resources across the five boroughs, such as combined heat and power systems, community shared solar photovoltaic, and water- and ground-source heat pumps. The study will identify the most promising opportunities for new installations that support reduced greenhouse gas emissions and enhance community resiliency by layering criteria such as critical infrastructure, large multifamily housing developments, electric distribution constraints, flood zone areas, and building load profiles on to a GIS mapping platform. This will provide the City and private developers with an easy-to-use, highly visual tool to quickly identify opportunities.

Transportation GHG Emissions by Source



Solar Streamlining

In the year since OneNYC was released, New York City has become an even friendlier market for solar energy installations. In particular, the Department of Buildings (DOB) has taken a number of measures to reduce the turnaround time for solar photovoltaic (PV) plan reviews. The following process improvements have all helped to reduce the average turnaround time for PV plan reviews from 4-8 weeks to less than two weeks, with the average time to first review now less than five days with a long-term target of just two days. The following process improvements have all contributed to streamlining the solar permitting process:

- Last year, DOB’s electronic application review division (the Development Hub) made a Project Advocate available to provide tailored support to applicants, with particular emphasis on facilitating quicker and more transparent review of solar PV applications.
- In August 2015, DOB clarified how New Yorkers living in flood zones can add solar, detailing an exception to the Building Code’s section on flood-resistant construction. This change allows for certain electrical equipment to be located below the design flood elevation (DFE) in order to comply with the electrical code, and waives additional DOB inspections in special flood hazard zones when all solar equipment is located on the roof.
- Effective January 1, 2016, DOB made it simpler for many small solar projects to apply for permits by expanding eligibility for professional certification by a qualified architect or design professional. “Pro cert” applications are not automatically reviewed but 20 percent of them will be audited by plan examiners. Pro-certis is now available for applicants who apply for the solar property tax abatement on projects up to

10 kW on one- and two-family homes with pitched roofs; this change has already resolved the solar application backlog in DOB’s review queue, even as the number of solar applications continues to grow.

The Fire Department of New York (FDNY) has also improved the outlook for solar energy in New York City. In March 2016, FDNY reduced the threshold that differentiates flat and pitched roofs from 20 degrees to 9.5 degrees. Because the Fire Code allows rooftop equipment such as solar panels to cover more of the surface of a pitched roof than a flat roof, this change allows for larger solar PV projects to be safely installed on the nearly 5,000 New York City rooftops that are between 9.5 and 20 degrees in slope. This not only improves the solar power generating potential of these buildings, but also makes these installations more cost-effective.



Solar installation



1E. The City committed to install 100 MW of solar PV capacity on City-owned property by 2025 and to support the development of 250 MW of solar PV on private property through group purchasing and community-shared solar PV projects. Between projects already in operation and those in the queue, the City is on track to be a quarter of the way to its 100 MW goal by 2018 and is already about a third of the way to completion of its 250 MW goal (63 MW in operation and 20 MW in development). This strong solar demand has given rise to a robust solar industry in New York City, which is now home to more than 2,700 solar-related jobs across more than 50 active solar companies.

The New York City Solar Partnership, a joint effort of Sustainable CUNY, the New York City Economic Development Corporation, and the Mayor's Office of Sustainability (MOS), piloted a solar group purchasing (Solarize) program in Community Board 6 in Brooklyn in fall 2015. Solar adoption was stronger than expected, with total installed capacity from the campaign expected to far surpass its 150 kW goal. The City will build on this initial success by launching Solarize NYC to help interested communities throughout the city run their own group purchasing campaigns, integrating a wider variety of possible group purchasing segments, e.g., workplace offerings, union membership, and faith-based groups. The City also recently passed legislation to require reporting on the solar power potential of City-owned buildings of at least 10,000 square feet, further emphasizing clean energy as a priority for City assets.

1F. DEP has completed energy audits at each wastewater treatment plant to determine how much energy must be generated to close the energy gap. MOS is developing a plan to reduce energy consumption and generate renewable energy on-site. Design is underway at the North River Wastewater Treatment Plant to install a 12 megawatt cogeneration system. This system will use a combination of digester gas produced on site and natural gas to generate electricity to meet the plant's base electrical demand, while recovering enough heat for the plant's heating needs. This project will offset the use of 90 percent of utility electricity and over 1.7 million gallons of fuel oil and double the amount of digester gas used. DEP has been evaluating the feasibility of a cogeneration system at the Wards Island Wastewater Treatment Plant, and expects to finalize recommendations in late spring 2016.

Initiative 2 Progress: Develop strategies to reduce GHGs from the transportation sector to facilitate mode shift and a city wide transition to cleaner and more efficient vehicles

Twenty-one percent of New York City's total GHG emissions come from the transportation sector. Because of the city's dense, walkable communities and robust transit system, this is below the U.S. average of 27 percent. Cars, trucks, and buses account for more than 90 percent of the city's transportation-related emissions. Existing federal, state, and city regulations such as fuel economy standards are expected to achieve an estimated 25 percent reduction in greenhouse gas emissions from transportation by 2030, and 35 percent by 2050. Both a significant reduction in the number of miles driven and an accelerated transition to more efficient and cleaner vehicles will be necessary to achieve the 80 x 50 goal. In doing so, the city will also see improvements in air quality, as vehicle tailpipe emissions are a major contributor to air pollution in the city.



80 x 50 Strategies for Consideration

Encourage travel by low-carbon modes

Walking, cycling, and public transportation are lower-carbon transportation modes than low-occupancy private motor vehicles. In addition to lower emissions, these modes require more physical activity and provide public health co-benefits.

Over the past year, NYC's bike lanes and Citi Bike ridership increased. In 2015, the NYC bicycle network reached 1,000 miles spanning all five boroughs. For the first time ever, Citi Bike riders logged over 10 million trips, up 24 percent over 2014, and the program is slated to expand further uptown in Manhattan and to additional Brooklyn neighborhoods. The city made a historic \$2.5 billion commitment to the MTA capital plan to improve subway service, and launched new select bus service routes and improved others-making riding the bus faster and more convenient for thousands of New Yorkers. The Brooklyn-Queens Connector will also link 16 miles of neighborhoods, from Astoria to Sunset Park, with a new streetcar system. These low-carbon initiatives provide a solid foundation for future 80 x 50 transportation strategy developments.

Minimize congestion and total miles driven through technology, market signals, and new mobility service models

New York is experiencing record levels of employment, population, tourism, and economic activity, and all these elements contribute to street congestion. The City is making efforts to improve real-time traffic operations management, but more needs to be done to manage demand and improve efficiency of the transportation network to reduce congestion, increase bus travel speeds, cut traffic emissions, and improve traffic safety. Meanwhile, exciting developments in autonomous vehicles provide a glimpse into what transportation may look like in the future. The 80 x 50 plan will consider strategies that use technology to expand travel options and encourage low-emission travel choices.

When vehicle trips are necessary, transition towards more efficient vehicles that run on cleaner and renewable energy sources

The City is beginning this transition with its own municipal vehicles. Last December, the City launched the NYC Clean Fleet initiative to add 2,000 electric vehicles (EVs) to its vehicle fleet, representing about half of its nonemergency sedans. This commitment is the largest EV commitment of any U.S. city to date, and puts the City on track to cut greenhouse gas emissions from its fleet by 50 percent by 2025 and by 80 percent by 2035. City law requires that 20 percent of new off-street parking spaces be constructed as "charger-ready" to more easily and affordably accommodate EV chargers in the future. Federal and state tax incentives also make EV ownership more attractive this year. In the 80 x 50 plan there is tremendous potential to build on these successes for light-duty vehicles, and accelerate a phase-out of conventional diesel in heavy-duty vehicles to achieve wide-scale adoption of clean, efficient vehicles among public and private fleets.

Re-envision freight policies to reduce congestion, emissions, and costs while improving the health and quality of life of our communities

Increasing the efficiency of goods movement in the city will reduce emissions, cut costs of doing business, and reduce pollution- and noise-related health impacts on communities—especially neighborhoods that are home to many wholesale markets, distribution centers, transfer stations, and other truck-dependent businesses. As outlined in Vision 1, over the last year the City took a number of steps to pilot off-hours delivery, encourage greater use of rail for freight, and implement other strategies. The City will build on knowledge gained to develop additional strategies in this sector.

Initiative 3 Progress: Launched strategy development to reduce GHGs from the waste sector that build on the City’s Zero Waste plan

According to the NYC Greenhouse Gas Inventory, approximately 90 percent of emissions associated with waste disposal come from the methane gas emitted when NYC waste is landfilled. Since methane is 25 times more potent GHG than carbon dioxide, efforts to reduce methane emissions—by achieving the City’s goal to send zero waste to landfills by 2030 and capturing more methane from existing sources—are critical toward achieving 80 x 50 reductions for the waste sector. The remaining waste sector greenhouse gas emissions come from the combustion of fossil fuels to process waste and operate trucks that collect and transport waste.

New York City has a strong foundation for the 80 x 50 waste sector action plan—from the Solid Waste Management Plan’s emphasis on efficiency in waste transportation to the City’s existing Zero Waste Plan to minimize waste by 2030. When fully implemented, these plans are expected to have a major impact on greenhouse gas emission reductions; however, additional efforts are necessary to achieve 80 x 50.



NYC Clean Fleet

In December 2015, Mayor de Blasio unveiled NYC Clean Fleet, a comprehensive sustainability plan for the municipal vehicle fleet. In Clean Fleet, the City committed to add at least 2,000 electric vehicles (EVs) to its fleet by 2025 – the largest EV commitment of any U.S. city, and one of the largest worldwide. In conjunction with measures to reduce diesel use in medium/heavy-duty vehicles, Clean Fleet traces a path to cut the fleet’s greenhouse gas (GHG) emissions in half by 2025 and by 80 percent by 2035.

The City’s vehicle fleet, procured and managed by the Fleet Operations group at the Department of Citywide Administrative Services (DCAS Fleet), has scaled up its use of alternative fuels and advanced technologies in recent years. New York City will have the largest governmental EV fleet in the United States besides the federal government. DCAS Fleet has already ordered 185 EV sedans since the Clean Fleet announcement and is on track to reach nearly 500 EVs by the middle of 2016. Other near-term measures include scaling-up anti-idling technologies such as those used in Fire Department ambulances and stop-start technologies being phased in at the Department of Sanitation, as well as displacing more conventional diesel with cleaner alternatives such as biodiesel, renewable diesel, and CNG in heavy-duty vehicles. These measures will halve City fleet emissions by 2025 relative to 2005.

To achieve deeper emissions reductions, the City will need to test and deploy cutting-edge technologies as they become available and increasingly cost-effective. To identify promising candidates, the City issued a Request for Information (RFI) for sustainable fleet solutions, which received nearly 100 submissions from industry, nonprofits, and fleet managers promoting solutions including alternative fuels, vehicle add-ons, infrastructure development, and idle management.



City-owned electric vehicle charging at solar carport

To support the achievement of 80 x 50, the City is assessing strategies including reducing waste material generated within the city; advancing citywide reuse, donation, recycling, and organics collection; expanding energy and material recovery from waste and wastewater to reduce the greenhouse gas emissions impact of waste processing; increasing the efficiency of waste transport; and developing a circular economy. On parallel tracks, the Department of Environmental Protection (DEP), in partnership with Waste Management, will begin a three-year demonstration project to co-digest up to 250 tons per day of organic waste at the Newtown Creek Wastewater Treatment Plant, set to begin operations by summer 2016.

80 x 50 Strategies for Consideration

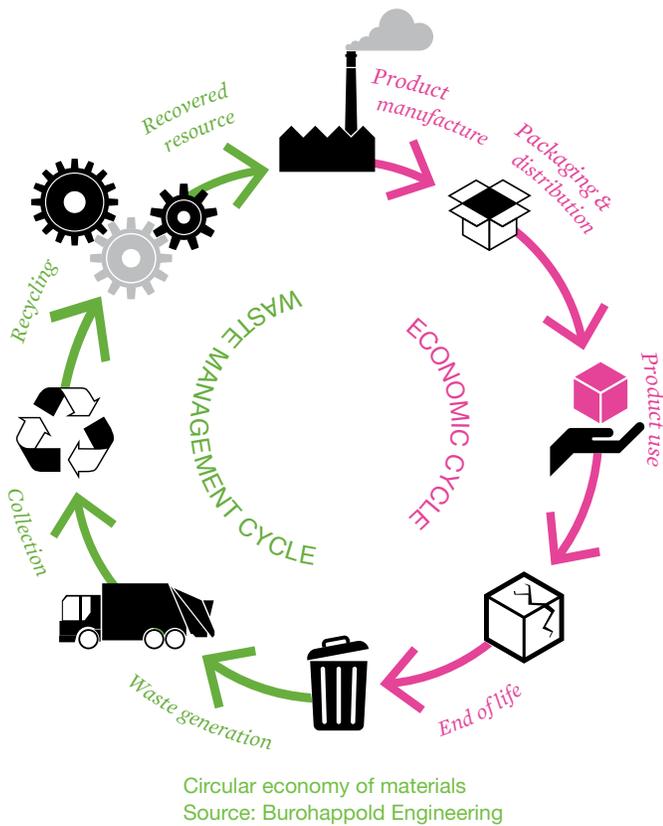
Reduce the amount of total waste material generated within the city and encourage the shift to a circular economy

The most cost-effective way to reduce greenhouse gas emissions from landfilled materials is to keep resources in use longer and generate less waste from the start. The City continues to evaluate opportunities to accelerate technological advancements and emerging service models that reduce waste generation, such as internet applications that allow residents to rent clothes, tools, and cars instead of purchasing them; by creating partnerships and programs to reduce waste generation across sectors, such as the Mayor’s Zero Waste Challenge; and developing an equitable Save-As-You-Throw approach that provides financial incentives to reduce waste.

In addition to the implementation of initiatives to reduce waste, expand organics collection to all New Yorkers, and enhance curbside recycling, the 80 x 50 plan will evaluate opportunities to further reduce emissions through reuse, donation, recycling, and organics collection. Working with the City Council, non-profits, and other organizations, the City will seek opportunities to move toward a circular economy with a robust donation network and reuse economy.

Expand material and energy recovery from solid waste and wastewater to reduce emissions from waste processing

Supporting a strong recycling and organics diversion system will require additional advanced processing capacity to handle single-stream recycling and new types of materials. It will also require processing capacity for composting and anaerobic digestion to convert organic waste. The City’s wastewater treatment processes represent additional opportunities to create renewable energy by capturing methane and other materials. For 80 x 50, the City is assessing these and other strategies to reduce emissions from waste and wastewater processing and disposal—across various scales and sectors.



Marine waste transfer station



Optimize waste collection and transport processes

Increased diversion of materials from landfills may require additional truck trips associated with collecting source-separated materials and reuse. To achieve 80 x 50, the City must ensure that net emissions generated from truck trips do not increase. In the Solid Waste Management Plan, the City has already supported barge and rail for long-haul waste transportation, which is anticipated to reduce truck traffic by 60 million truck miles per year. Locally, the City continues to evaluate and implement strategies that increase efficiency in waste collection and transition its vehicles to low- and no-carbon fuels. Optimizing waste collection routes, shifting regular collection to recycling and organics pick-ups, and utilizing the most low-carbon options for truck, rail, and barge transport will help the City meet its 80 x 50 goal.

Initiative 4 Progress: Launched NYC Retrofit Accelerator and Community Retrofit NYC and continued implementing all 22 initiatives in *One City: Built to Last*

Mayor de Blasio released *One City: Built to Last* in September 2014 as a ten-year action plan to improve the energy efficiency of New York City's buildings. The plan lays out 22 separate initiatives to make New York City's public buildings a model for sustainability, create a thriving market for energy efficiency and renewable energy, develop world-class green building and energy codes, and become a global hub for clean energy technology and innovation.

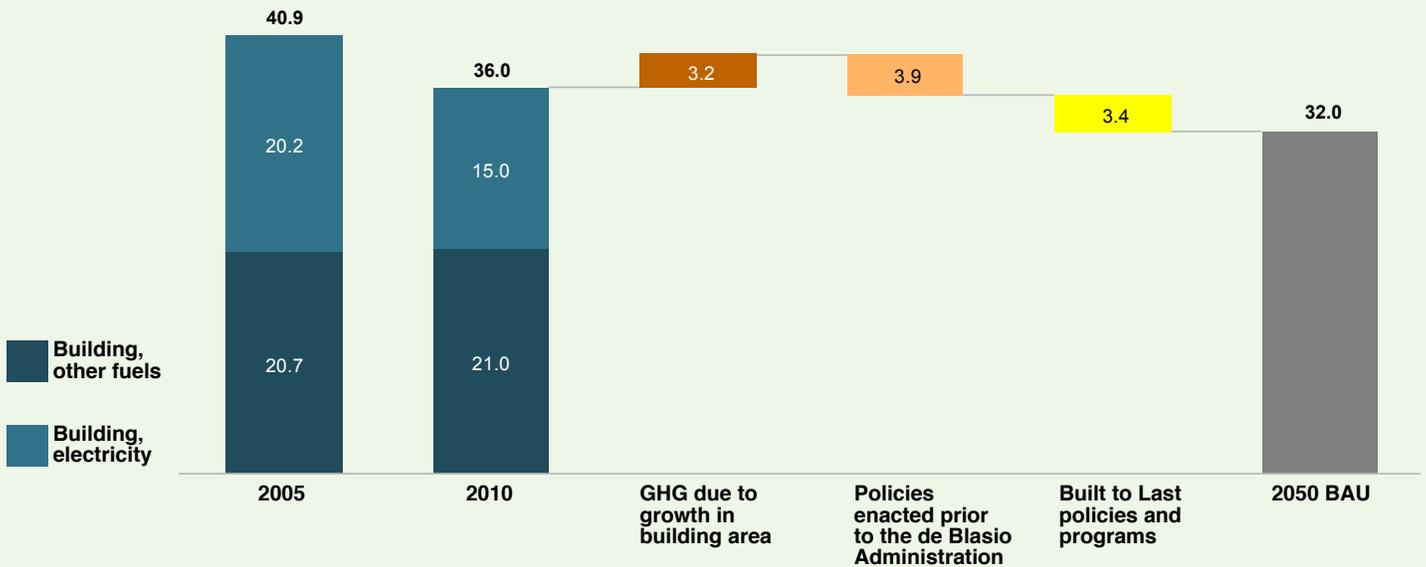
Since *Built to Last* was released, the City has initiated or completed progress on all 22 initiatives and is now nearly halfway to achieving the interim goal to reduce building-based GHG emissions by 30 percent from 2005 levels by 2025.

NYC leading by example

In *Built to Last*, the City committed to reduce GHG emissions from City-owned buildings by 35 percent from 2005 levels and retrofit every City-owned building with significant energy use by 2025. The City has upheld these commitments by initiating or completing retrofits in 770 buildings (more than a quarter of all City-owned buildings greater than 10,000 square feet). The City also installed 5.8 MW of solar on City-owned facilities in the last year, bringing the total to 8.82 MW of renewable solar capacity. Fifteen MW of additional solar installations are planned or already under construction.

DCAS's Innovative Demonstrations for Energy Adaptability (IDEA) program has completed 21 building controls demonstrations and 15 are underway including two building energy storage demonstrations at City hospitals. DCAS also launched IDEA Phase 3, focusing on 12 HVAC technologies. All together, the IDEA projects that have been initiated or completed in City-owned buildings since the release of *Built to Last* are projected to reduce GHG emissions by more than 90,000 metric tons of carbon dioxide equivalent and will help the City avoid nearly \$40 million in annual energy costs.

Buildings Based Emissions Reductions to Achieve 80 x 50



Source: Inventory of New York City Greenhouse Gas Emissions: April, 2016

In 2005, the City enacted Local Law 86 (LL86), one of the nation’s first green building laws, which required that new construction and major building renovation projects receiving more than \$2 million in City funding achieve a Leadership in Energy and Environmental Design (LEED®) Silver rating, reducing energy and potable water use as well as incorporating non-toxic and recycled building materials.

In March 2016, Mayor de Blasio signed two groundbreaking amendments to LL86: Local Law 31 and Local Law 32, which will change the way City buildings are designed and constructed. These amendments put the City on the path toward exemplary high performance energy building standards for new construction and large renovations by 2030, and re-establishes NYC’s position of leadership by example on green building.

Local Law 31 requires stringent new energy requirements for the vast majority of new City construction: either 50 percent below the median energy intensity of similar buildings, 50 percent below American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) Code, or a high performance exemplary design target that mirrors key elements of the Passive House standard. Requiring that the City’s new construction meet these standards will build capacity and spur the market toward wider adoption of energy efficient building methods. Local Law 31 sets one of the most aggressive design requirements for any government body in North America and is likely to serve as a model for other cities.

Local Law 32 requires that most City buildings meet LEED Version 4 Gold, the most current LEED standard available, for new construction or major renovations. This update features standards such as energy and water performance metering in each building and integrating green design into project planning early in the design process. LEED standards also reward healthy indoor environments, increased use of daylight, increased use of recycled building materials, increased recycling of construction debris, and transparent and sustainable sourcing of building materials. The focus on healthy indoor environments is particularly important as the City begins to focus on tightening building envelopes, a tenet of Passive House and highly energy efficient design.

When fully implemented, Local Laws 31 and 32 will enhance outdoor as well as indoor sustainability, increase comfort, dramatically boost the energy performance of City buildings, build capacity in our local market, and set a new standard for our city and others nationwide in our efforts to achieve 80 x 50.

The NYC Retrofit Accelerator: 1,000 projects—making up over 80 million square feet—in the Retrofit Accelerator pipeline

In September 2015, the City launched the NYC Retrofit Accelerator, the City’s flagship program to scale up energy and water efficiency retrofits in privately owned buildings. The Retrofit Accelerator serves as a free, one-stop resource that provides one-on-one assistance to guide building decision-makers through the retrofit process and connect them to existing incentive, financing, and educational resources. The program is geared toward assisting owners and operators of large buildings that must comply with New York City’s Local Laws 84 and 87 of 2009, as well as smaller buildings currently assisted by the City’s Department of Housing Preservation and Development (HPD) or Housing Development Corporation (HDC). Since September 2015, decision-makers have engaged with the Retrofit Accelerator’s team of efficiency advisors and are now in the process of assessing cost-saving energy and water improvements for more than 1,000 projects.

The Retrofit Accelerator builds on the successful NYC Clean Heat program and will continue the program’s mission to help buildings phase out the use of all heavy heating oil. Since 2012, nearly 6,000 buildings converted from No. 6 or No. 4 heating oil to a cleaner fuel, and the City has achieved 100 percent compliance with the New York City Department of Environmental Protection’s (DEP) regulations phasing out the use of No. 6 heating oil. As a result, citywide GHG emissions have been reduced by more than 800,000 metric tons of carbon dioxide equivalent, which has led to significant improvements in air quality and public health outcomes. The NYC Retrofit Accelerator will continue to work with building owners and decision-makers to convert from No. 4 oil to a cleaner fuel ahead of schedule.

Launching a complementary program to the NYC Retrofit Accelerator

To complement the NYC Retrofit Accelerator, the City is launching Community Retrofit NYC, a program to assist owners and operators of small- and mid-sized multifamily buildings in Central Brooklyn and Southern Queens to implement energy and water efficiency upgrades. Program staff will take a community-driven approach to scale up retrofit projects in these neighborhoods, which include a large number of small and mid-sized multifamily buildings

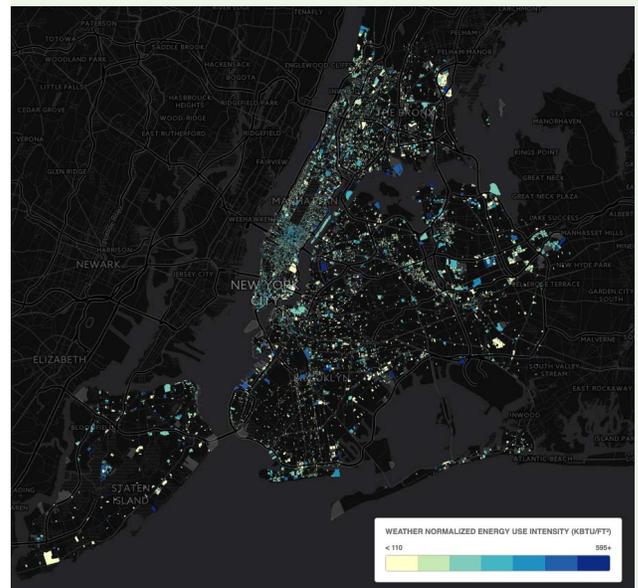


Data Visualization

The NYC Energy & Water Performance Map helps New Yorkers understand the energy and water efficiency of more than 26,000 buildings across New York’s five boroughs through an easy to use mapping interface.

NYC’s Greener Greater Buildings Plan included one of the first benchmarking ordinances passed in the US: Local Law 84 of 2009. Local Law 84 has since become a model for cities grappling with the challenge of reducing greenhouse gas emissions in buildings. This law requires private buildings over 50,000 square feet and public sector buildings over 10,000 square feet to report their energy and water consumption each year for public disclosure. The NYC Energy & Water Performance Map will help users compare annual energy and water consumption data for calendar years 2013 and 2014 for all buildings covered by Local Law 84.

With better analytical tools, the City aims to help property owners, buyers, and tenants to factor energy, water, and greenhouse gas emissions into their real estate decision making processes.



NYC Energy & Water Performance Map

that are facing upward market pressures on rents, as well as power quality issues due to increasing electric loads. The program will connect building owners and operators to the City's new Green Housing Preservation Program, and other financing and incentive programs, to help cover the costs of upgrades and guide them through the process of completing a retrofit. As a result, the program will help lower utility costs, preserve affordable housing, and improve quality of life for residents in these neighborhoods.

Affordable Housing: New City programs will scale up cost-effective efficiency improvements in City-financed affordable housing and public housing

Affordable housing is an important segment of the building sector that often benefits most from energy and water efficiency improvements which can lower utility costs and mitigate rising building operating costs. As such, the City has taken great strides to assist this critical housing stock. To ensure that the holistic needs of a building are addressed, HPD and HDC have begun requiring a Green Physical Needs Assessment for nearly all HPD- and HDC-financed projects, which combines an energy and water audit as part of a traditional capital needs assessment. As part of the scope of work in all moderate rehabilitation projects, both HPD and HDC have committed to financing incremental costs of energy efficiency and water conservation measures identified by Green Physical Needs Assessments. The City is also rolling out energy and water benchmarking for its portfolio of financed properties, establishing a list of pre-qualified vendors that property managers must engage to begin measuring their energy and water use on a monthly basis.

In May 2015, the City launched the Green Housing Preservation Program, which provides no- and low-cost financing for energy efficiency and water conservation improvements as part of moderate rehabilitation work for small- to mid-sized multifamily buildings greater than five units and less than 50,000 square feet (approximately 50 units). The program will provide robust technical assistance and training opportunities for building operators to help these buildings maintain energy and water savings and preserve affordability.

Passive House, also called passive building design, is an approach that significantly reduces energy consumption while improving air quality and comfort to create healthier living environments for residents. Passive House design standards have the potential to reduce a building's heating and cooling energy demand by 90 percent. This directly translates to reduced operating costs, thereby promoting long term housing affordability. Based on input during community engagement workshops, HPD plans to release a Request for Proposals (RFP) for the City-owned East 111th Street site in East Harlem, which will include Passive House design as a key feature of development proposal submissions. HPD has had success with the Passive House model, which uses a high level of insulation, air tightness, and design methods to control and moderate heat and solar gain. The East 111th Street project will provide the opportunity to study capital and operating costs to evaluate benefits in new construction of multifamily residential buildings, as well as to understand market capacity to achieve projected energy savings and air quality objectives while maintaining competitive construction costs at this scale. This is one of many ways HPD is looking to help meet OneNYC goals of reducing the City's emissions 80 percent by 2050.

Improving the energy efficiency of New York City's public housing stock is also a major opportunity for reducing GHG emissions and improving the lives of New York City Housing Authority (NYCHA) residents. NYCHA has been pursuing a large-scale program of energy efficiency upgrades through the U.S. Department of Housing and Urban Development's Energy Performance Contracting (EPC) program. In September 2015, NYCHA selected an energy services company (ESCO) to implement the first in a series of \$40 to \$100 million EPCs. In January 2016, NYCHA released RFPs for two additional EPCs in

NYC Carbon Challenge for Hotels participant on Park Avenue



the series: the first serving 21 developments in central Brooklyn and a second serving 31 developments affected by Hurricane Sandy that would supplement the Federal Emergency Management Agency (FEMA)-funded recovery and resiliency program. The EPCs will include energy efficiency measures such as upgrades to heating and hot water systems, ventilation system repairs, and installation of energy efficient lighting. Construction is expected to begin on the first two EPCs in summer 2016, and a third EPC is slated for early 2017.

EPCs are an important component of the Next Generation NYCHA Comprehensive Sustainability Agenda, a supplement to the 10-year strategic plan released in May 2015. The Sustainability Agenda, released on Earth Day 2016, expresses NYCHA's commitment to creating healthy and comfortable homes that will withstand the challenge of climate change. It

details the actions that NYCHA will take to improve resident well-being and operate as an effective and efficient landlord, and seeks to establish a firm foundation for partnerships with residents and the surrounding communities, working together toward a sustainable and resilient city. The strategies address funding, operations, preservation, and creation of affordable housing, resident and community engagement through 2025, and how NYCHA will prepare for the deep savings need post-2025 to achieve the 80 x 50 goal in 2050.

NYC Carbon Challenge: Expanded to include more than 700 multifamily buildings; 12 participants have committed to a 50 percent reduction in GHG emissions by 2025; launched NYC Challenge for Hotels

The NYC Carbon Challenge continues to grow and expand. Seventeen property management companies have now joined the Multifamily Carbon Challenge, signing up more than 700 multifamily buildings that account for 100 million square feet of space. Additionally, 12 university, hospital, and commercial office participants have extended their commitments to the Carbon Challenge by pledging to reduce GHG emissions by 50 percent by 2025. The NYC Carbon Challenge for Hotels was launched in December 2015 with 19 of New York City's iconic hotels as participants, representing 10 million square feet and accounting for 12,000 rooms.

Identifying Next Steps to place buildings on a pathway to 80x50: The Buildings Technical Working Group

In 2015, the City convened the Buildings Technical Working Group (TWG), comprised of more than fifty leaders from New York City's world-class real estate, engineering, architecture, labor, affordable housing, academic, and advocacy sectors. Over the past year, this group's insights have informed the largest and most comprehensive analysis of energy use and efficiency improvement opportunities ever conducted in New York City. Based on this analysis, the group was tasked with helping the City determine the measures necessary to put buildings on a pathway to 80 x 50.

New York City must scale up energy efficiency improvements to existing buildings. Beginning in 2016, the City will begin implementing energy conservation measures evaluated by the TWG through the Energy Code, Building Code, or as standalone mandates. By 2025, the City will also require repair and improvement of heating distribution systems, with specific requirements for steam systems, and will require assessments of deep energy retrofit strategies as part of the Local Law 87 energy audit.



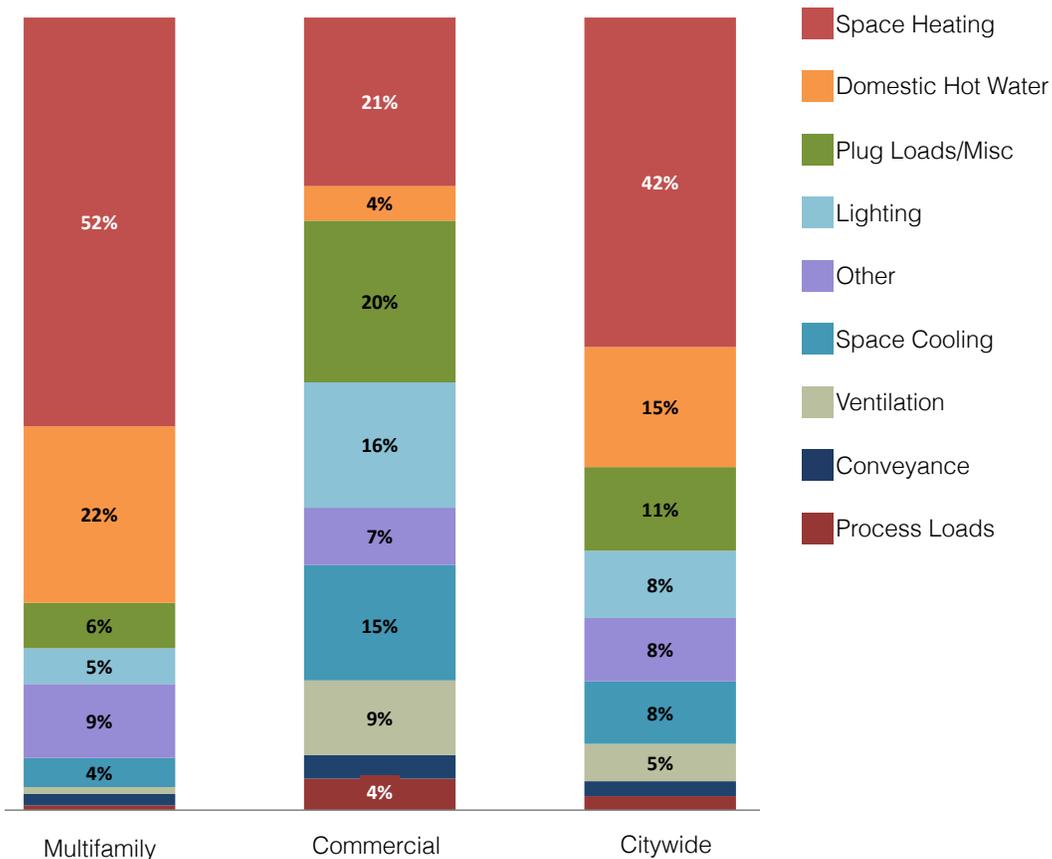
New development in New York City is part of the solution to achieve 2050-ready buildings in the near-term while also contributing to long-term GHG reductions. We need a paradigm shift toward designing for whole-building low energy performance. The City will catalyze this shift by requiring that new buildings and major alterations be designed to an energy performance target beginning in 2019, and will set a very low energy performance design target beginning in 2022. The City will lead by example, implementing a very low energy target for City construction projects beginning in 2017.

To realize the full potential for significant energy and GHG reductions from buildings, supporting efforts will be critical. The City will seek to remove barriers, scale up training, bring down costs, and include additional buildings and energy uses to reach 80 x 50.

GHG reduction strategies from buildings included in the Final Technical Working Group Report are being integrated into the comprehensive 80 x 50 planning already underway. Building on *Built to Last* and *OneNYC*, the City will pursue a range of additional strategies that support these initiatives—removing barriers and scaling up opportunities for energy efficiency measures across the city’s diverse building stock.

The City will integrate the findings from the Buildings Technical Working Group into the 80x50 plan in the following ways: 1) Analyze greenhouse gas impact of potential high-level 80 x 50 strategies across sectors; 2) Meet with technical advisors and other stakeholders to discuss results of analysis and potential actions; 3) Assess potential actions across a set of criteria consistent with OneNYC; 4) Flesh out implementation details for near-term actions to accelerate citywide greenhouse gas emissions to achieve an interim target of 40 x 30; and 5) Set a longer-term roadmap for 80 x 50, and identify short-term actions necessary to set the foundations to achieve this goal.

Greenhouse Gas Emissions (CO2e): Building Sources



Source: *One City: Built to Last*, Technical Working Group Report



Zero Waste

Goal: New York City will send zero waste to landfills by 2030

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

- A.** Develop additional organics sorting and processing capacity in New York City and the region.
- B.** Process 250 tons of food waste per day at City WWTPs and assess long-term feasibility of scaling up processing of organic food waste.
- C.** Expand community composting opportunities in all five boroughs.

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

- A.** Create and expand markets for recycled materials.

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

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

Initiative 5: Make all schools Zero Waste schools

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

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

Initiative 8: Reduce commercial waste by 90 percent by 2030

- A.** Conduct a comprehensive study of commercial waste collection zones.
- B.** Encourage periodic waste audits for large commercial buildings.
- C.** Create a Zero Waste challenge program for large commercial waste generators.
- D.** Revise the commercial recycling rules to make recycling easier for businesses.
- E.** Require all food service establishments to source-separate food waste.

KEY PROGRESS

- Expanded curbside organics collection to over 700,000 New Yorkers
- Launched the NYCHA recycling program in 850 public housing buildings
- Updated city regulations to make it easier for businesses to recycle
- Expanded e-waste collection to reach more than 500,000 residents

INDICATORS	PREVIOUS	LATEST
Reduce volume of DSNY-collected refuse (excluding material collected for reuse/recycling) by 90 percent relative to 2005 baseline of ~3.6M tons	11% reduction from 2005 to 2014 (3,193,800 tons collected in 2014)	11.5% reduction from 2005 to 2015 (3,176,900 tons collected in 2015)
Increase curbside and containerized diversion from a rate of 15.4 percent in 2014	15.4% 2014	16% in 2015
Increase citywide diversion rate (including all streams of waste: residential, commercial, construction and demolition, and fill) from current state of ~52 percent	52% in 2013	No additional data available

Introduction

In the April 2015 release of OneNYC, the City committed to send zero waste to landfills by 2030. While this is a long-term goal, it requires significant planning in the immediate term. In the last twelve months, DSNY, MOS, NYCHA, BIC, NYC DOE, and NYC DEP embarked on the pathway to zero waste by making both incremental and sweeping changes in programs and operations. Initiatives developed for this goal also offer two other important co-benefits: reducing greenhouse gas emissions and improving air quality.



Curbside organics collection truck



Initiative 1 Progress: Expanded curbside organic collection to serve more than 700,000 residents

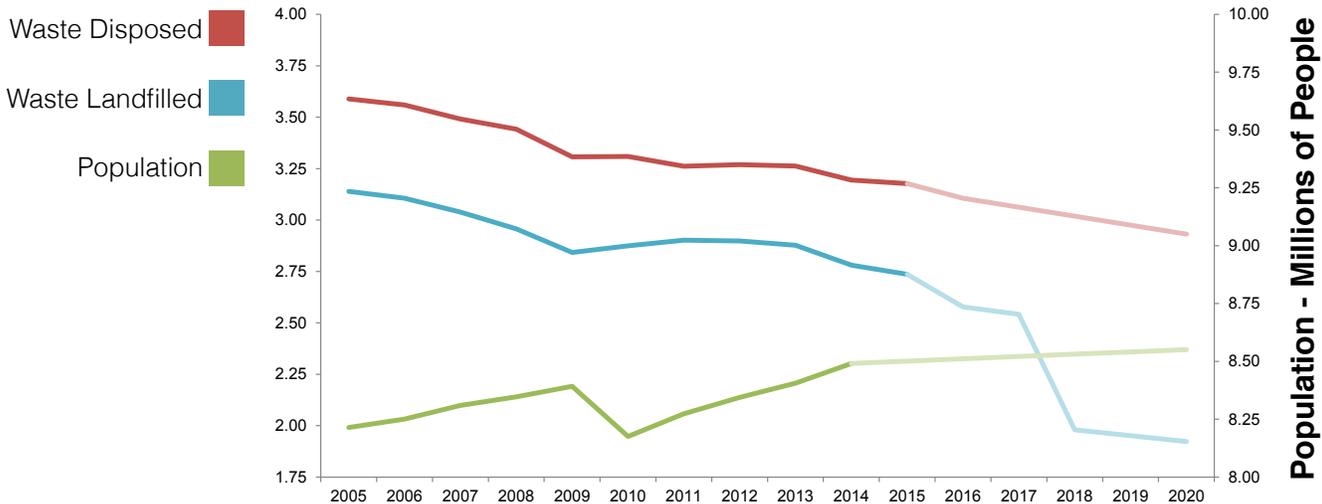
Organic waste comprises nearly one-third of all waste NYC residents discard at the curb—approximately 1.1 million tons per year. The benefits of source separating and collecting organic waste are numerous. Organic material can be made into compost, a beneficial soil amendment, or converted through anaerobic digestion into methane-rich biogas. As an alternative to natural gas, this clean, renewable energy can heat homes, generate electricity, and fuel vehicles. Recycling organics also helps reduce greenhouse gas emissions by decreasing the amount of methane-producing material sent to landfills. For these reasons, the development of a robust NYC Organics program is at the center of a long-term waste reduction strategy.

Supporting Initiative Progress

1A. In 2015, DSNY expanded curbside organics collection by more than 50,000 households and is now serving more than 700,000 residents. DSNY will serve more than a million New Yorkers by the end of 2016 and intends to triple the number of households receiving organics collection over the next year. At the same time, DSNY is introducing curbside organics collection in high-rise buildings throughout Manhattan, continuing annual collection of Christmas trees for diversion, and will resume the seasonal leaf collection program in the fall of 2016. To date, the public interest and participation in the curbside program are encouraging signals to the City that New Yorkers are willing to adopt this practice.

Ensuring capacity to process the city’s organic waste is central to the program’s rollout. By the end of 2016, DSNY will upgrade and expand its Staten Island Compost Facility for food scraps collected in the borough. DSNY is also finalizing contracts with regional processors to ensure adequate organics processing capacity as the program grows.

Current Waste Generation and Disposal Forecast



Source: NYC Department of Sanitation



Community composting site



1B. On parallel tracks, the Department of Environmental Protection, in partnership with Waste Management, will begin a three-year demonstration project to co-digest up to 250 tons of organic waste per day at the Newtown Creek Wastewater Treatment Plant, to be converted to renewable Energy. It is set to begin operations by summer 2016.

1C. DSNY and its community partners are actively expanding the citywide network of convenient food scrap drop-off locations and local composting opportunities so all New Yorkers can participate in organics collection.

Initiative 2 Progress: Developing a single-stream recycling plan to help capture more recyclables and increase the City’s recycling rate



Recycling bins at NYCHA location

New York City already has the largest curbside recycling program of any U.S. municipality. However, New Yorkers recycle less than half of the metal, glass, paper, and plastic in their household waste stream. Resident confusion over how to recycle and current requirements on separating recyclables into multiple bins are among the main barriers to greater participation. In OneNYC, the City pledged to make recycling easier for every New Yorker.

Since 2015, DSNY has worked closely with its recycling vendors to develop a plan to convert curbside collection from dual stream to single stream—so paper, metal, glass, and plastic recyclables are all collected together in the same bin or bag. The City is on track to achieve this initiative by 2020, and anticipates that significant modifications will be made to vendor recycling facilities in the next few years.

Supporting Initiative Progress

2A. DSNY is also currently working with industry groups and partner agencies like EDC to identify opportunities to expand markets for recyclables and move toward a circular economy.

Initiative 3 Progress: Averted 157 million plastic bags from going to landfill

While taking steps to make recycling easier and organics diversion available to more New Yorkers is critical, so, too, are efforts to reduce the components of the waste stream that cannot be readily diverted. At present, more than 10 billion plastic bags show up in the waste stream annually and hamper the processing of recyclables and organic waste. The City has collaborated with the Council on legislation that will reduce waste and encourage New Yorkers to bring their own bags through placing a five cent fee on carryout bags. Based on the experience of other cities, the Department of Sanitation projects that a five cent fee could reduce plastic and paper bag waste by approximately 60%. The City will be working with retail associations and retailers to provide free reusable bags to New Yorkers in advance of this fee going into effect, and periodically in the years to come.



GreeNYC, a division of the Mayor's Office of Sustainability, continues multiple campaigns to reduce waste, including Stop Junk Mail and B.Y.O. bag, mug, and water bottle. The Stop Junk Mail campaign has reduced paper waste by over 6.5 million pounds. The preliminary phase of the B.Y.O. campaign was a success, averting 157 million plastic bags from landfill in NYC, increasing plastic water bottle recycling by 28 percent, and having over 10,000 New Yorkers pledge to carry reusable bags, mugs, and water bottles provided by GreeNYC. This program spells out a financial savings of over \$2 million to the city, and DEP has made a commitment to continue funding the campaign for three additional years. GreeNYC also initiated a new Weatherization campaign for the winter of 2015-2016 and conducted an evaluation of the B.Y.O. campaign, which found that the campaign was well received, understood, and appreciated by New Yorkers. This year, GreeNYC will launch a campaign to keep trash off the streets, which will also keep it from polluting waterways when it gets washed into the sewer system.

Initiative 4 Progress: Launch NYCHA Recycles!

The next key milestone in the pathway to zero waste is giving all New Yorkers access to waste reduction opportunities. Since OneNYC was released, DSNY, NYCHA, and MOS partnered to launch NYCHA Recycles! In less than a year, more than 850 NYCHA buildings now participate, which includes installation of recycling bins, staff training and resident outreach, and ramp up of collection service. All NYCHA buildings will actively participate in the NYCHA Recycles! program by the end of 2016. GrowNYC is training residents at all NYCHA developments on separating recyclables and putting materials in the correct bins. GrowNYC also started Environmental Ambassadors, a program that trains volunteer NYCHA residents to become community recycling experts who will continue recycling education at NYCHA moving forward.

Zero Waste Schools



Initiative 5 Progress: Partnered with DSNY and DOE to launch Zero Waste Schools

Giving all New Yorkers the tools for waste prevention and reduction extends to educating the next generation of recyclers. In 2015, DSNY, the Department of Education, and GrowNYC built a strong inter-agency team to create a zero waste culture in our schools. Now, in accordance with the OneNYC commitment, DSNY is partnering with DOE to roll out over 100 Zero Waste Schools in 2016. Following operational assessments and broad stakeholder engagement this spring and summer, students and staff at the Zero Waste Schools will operationalize a strategy that demonstrates how, when you fully separate recyclables and organics, there is really very little left to go in the trash.

Initiative 6 Progress: Expanded e-waste collection to reach more than 500,000 residents

In 2015, DSNY met the goal to double the number of disposal events for solvents, automotive, flammables, and electronics (SAFE), and extended hours for drop-off sites in all five boroughs. By the end of 2015, household e-waste collection reached more than 500,000 households. DSNY also significantly expanded textile collection at apartment buildings and, in the fall of 2015, piloted



curbside collection of textiles in neighborhoods with mostly single-family homes. These two programs resulted in the diversion of more than 5 million pounds of textiles in the last year.

Initiative 7 Progress: Collaborated to Advance Save As You Throw (SAYT)

Financial benefits can incent individuals to reduce the amount they throw away. In fall of 2015, DSNY convened a group of community development, property management, environmental justice, union, and other stakeholders to discuss a potential proposal. In early 2016, these stakeholders participated in focused topic working groups. The group will meet again to work out next steps, including a possible SAYT pilot.

Initiative 8 Progress: Launched Mayor’s Zero Waste Challenge with more than 39 participating locations across the five boroughs

NYC businesses generate roughly the same amount of waste as NYC residents. Making strides in commercial waste reduction and diversion are 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.

Supporting Initiative Progress

8A. The Department of Sanitation and the Business Integrity Commission initiated a study of the commercial carting sector to understand the industry landscape and the potential economic and environmental impacts of establishing commercial waste collection zones. DSNY and BIC anticipate that the findings of the study will be released later this spring.

8B. The City will 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. This will build on the Zero Waste Challenge launched this year.

8C. In mid-February 2016, the Mayor’s Office of Sustainability kicked off the Mayor’s Zero Waste Challenge, with 39 participating locations around the City in six sectors: hotels, arenas, restaurants and caterers, food wholesalers and grocers, film and media, and commercial real estate. Participants committed to divert at least 50 percent of waste from landfill and incineration by June 15, 2016. After reaching a 50 percent diversion, participants are further challenged to reach 75 percent—and then 90 percent—diversion of waste from landfill and incineration. Participants are acknowledged during and after the challenge for their achievements toward zero waste, including:

- Diverting 50 percent of waste from landfill and incineration
- Diverting 75 percent of waste from landfill and incineration
- Diverting 90 percent of waste from landfill and incineration
- Greatest overall diversion rate from landfill and incineration
- Greatest overall diversion rate from landfill and incineration by category of business



- Most successful or innovative source reduction effort
- Donating the most food to local charities and organizations to feed hungry New Yorkers

The Mayor's Zero Waste Challenge Advisory Group works closely with Challenge participants to help them reach reduction and diversion goals, hosting monthly workshops throughout the course of the Challenge, one-on-one assistance, and sector-based conference calls with tips for waste reduction and diversion.

In the first year, the Zero Waste Steering Committee (ZWSC), led by the Mayor's Office of Sustainability, and including DSNY, BIC, NYC DOE, DEP, NYCHA, and others, benefitted from enthusiasm and feedback from NYC residents and businesses. This helped the City better understand the benefits and challenges of pursuing Zero Waste and informed the ZWSC on the work that still needs to be done. The City's ability to achieve Zero Waste by 2030 is off to a strong start. In partnership with DSNY, the Mayor's Office of Sustainability, BIC, DEP, DOE, NYCHA, and others have laid a solid foundation for scaling waste reduction, diversion and prevention, and reducing greenhouse gas emissions from waste in the years to come.

8D. In February 2016 the City adopted revised commercial recycling rules. The revisions simplified requirements in order to make the ordinance more easily understandable to businesses. The new rules eliminate the requirement that different businesses recycle different types of materials, and they permit single-stream recyclables collection. These measures are intended to make recycling easier and facilitate higher recyclables diversion.

8E. In 2015, DSNY adopted rules that designate the first set of covered establishments that must comply with the commercial organics mandate, Local Law 146 of 2013. Beginning August 2016, all covered stadiums and arenas, food manufacturers, food wholesalers, and hotels with more than 150 rooms will be required to source separate and divert their food waste for beneficial use. Enforcement will commence in early 2017. Analysis is underway to determine whether there is adequate processing capacity to expand the subset of businesses that need to comply with the law going forward. In addition, in early 2016, in a pilot that will allow acceptable entities to use non-motorized vehicles to divert organic waste for local businesses, the Business Integrity Committee (BIC) agreed to waive carter license fees for small community composters.



An Equitable Plan for Zero Waste

Reducing our waste in general will reduce our need to landfill and incinerate, and in turn help address environmental justice issues. The City is moving forward with Zero Waste in a way that is equitable for all:

Waste reduction initiatives such as Zero Waste Schools, e-waste and textile recycling, mandatory recycling for all businesses, and the Mayor's Zero Waste Challenge for businesses help send less material to landfill and incineration.

Recycling bins and education about recycling at all NYCHA developments give residents the opportunity to recycle.

DSNY has one of the cleanest municipal collection truck fleets in the country and has reduced particulate matter emissions by more than 90 percent over the last decade. DSNY continues to work on cleaner and more fuel-efficient trucks, which helps improve air quality in all neighborhoods.

Once complete in late spring 2016, the commercial waste zoning study will help determine how to reduce air pollution from commercial waste hauling and also make the system more efficient.

An important precursor to Zero Waste, completion of the Solid Waste Management plan (SWMP) in the next few years will ensure that each borough handles its own waste.



NYCHA Recycles!



Air Quality

Goal: New York City will have the best air quality among all large U.S. cities by 2030

Initiative 1: Enforce the updated DEP Air Pollution Control Code

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

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

Initiative 4: Cut emissions from mobile sources

A. Reduce emissions from City fleet

B. Reduce emissions from private truck fleets and for-hire vehicles

C. Reduce emissions from vehicle idling and traffic congestion at toll plazas

KEY PROGRESS

- Enacted the most sweeping air code update in decades
- Phased-out the dirtiest heating oil
- Launched NYC Clean Fleet to add 2,000 electric vehicles to the City fleet by 2025

INDICATORS

Achieve best air-quality ranking among major U.S. cities by 2030 (PM2.5)

Reduce disparity in SO2 across city neighborhoods by 50 percent by 2030, relative to 2013

Reduce disparity in PM2.5 across city neighborhoods by 20 percent by 2030, relative to 2013

PREVIOUS

4th in 2011-2013

4.10 ppb, range in winter average across CDs (4.51 ppb published last year) in 2013

6.65 mg/m3 range annual average across CDs in 2013

LATEST

4th in 2012-2014

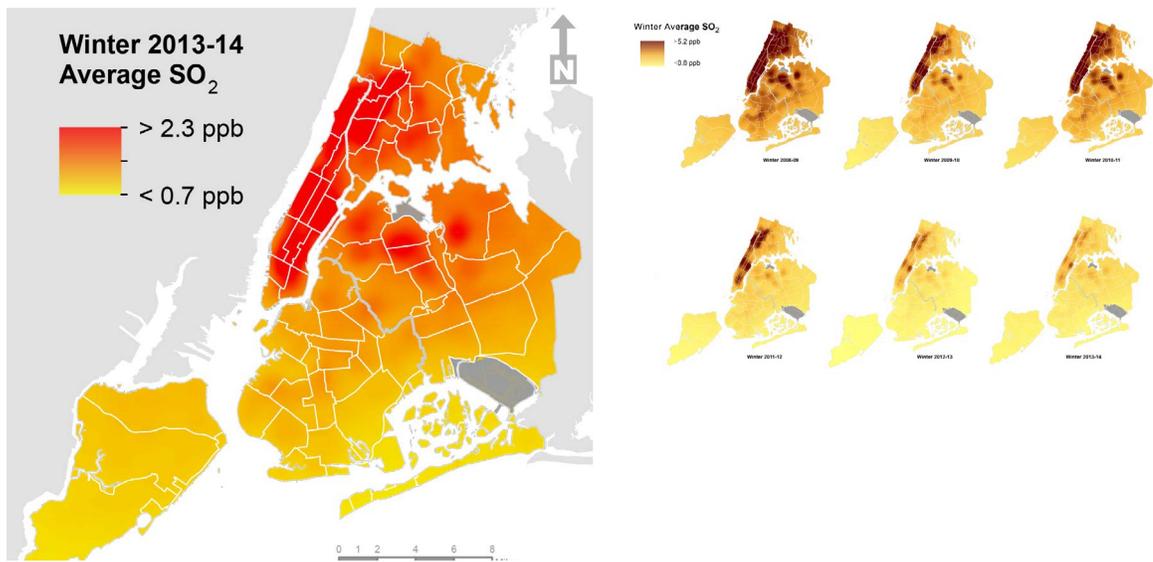
3.2 ppb, range in winter average across CDs in 2014

6.5 mg/m3 range annual average across CDs in 2014

Introduction

Air quality in New York City 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. Despite this progress, air pollution remains a leading environmental health threat to New Yorkers, affecting the health of residents overall but particularly more vulnerable populations such as the elderly, children, and people with preexisting cardiovascular and lung conditions. For each year between 2009 and 2011, it was estimated that fine particulate matter contributed to more than 2,000 deaths and over 6,000 emergency department visits and hospitalizations for cardiovascular and respiratory disease. Exposure to ozone during the same time period contributed to an additional 400 deaths and 5,800 emergency department visits and hospitalizations for asthma.

While all New Yorkers have a stake in improved air quality, there are disparities within the city in both exposures and pollution-attributable health outcomes. In 2014, levels of fine particulate matter (PM2.5) and nitrogen dioxide varied across city neighborhoods almost twofold and threefold, respectively. High poverty neighborhoods have higher rates of respiratory and cardiovascular disease, and as a result residents are more sensitive to the effects of air pollution. This is evident for



outcomes such as asthma, where over 60 percent of the city’s PM2.5-attributable asthma emergency department visits occur in the one-third of city neighborhoods with the highest poverty rates. In a city with high population density and large numbers of vulnerable individuals, even modest improvements in air quality will produce substantial health benefits. We are committed to improving air quality overall and reducing disparities across the city.

Improvements in air quality in recent years demonstrate that local strategies can be effective. Between 2008 and 2013, overall sulfur dioxide (SO2) concentrations declined by 70 percent while the difference between the highest and lowest community district SO2 concentrations declined by more than 50 percent, mainly due to efforts to reduce sulfur content in heating oil and the phasing out heavy heating fuel oil use in buildings. Despite declines, challenges remain in reducing emissions from ubiquitous air pollution sources such as motor vehicles. Addressing these sources will require innovative and aggressive new strategies that will help provide a healthier and more sustainable city for all New Yorkers, and some of these strategies will be developed through the 80 x 50 work outlined above.

Initiative 1 Progress: Updated Air Pollution Code

The City updated the Air Pollution Control Code in April 2015; since that time, DEP has met with agencies and external stakeholders to craft the necessary regulations for sources such as commercial charbroilers, wood boilers, and mobile food trucks (which together account for 14 percent of local PM2.5 emissions). DEP will promulgate new rules by the Code’s effective date, May 6, 2016. To enhance air compliance and enforcement, DEP has added 8 air inspectors, which has allowed DEP to deploy inspectors on weekends and evenings when many air and noise complaints occur. These additional inspectors are able to have a presence at more events and projects going forward, increasing the aggregate number of inspections across the City and improving compliance with the Air and Noise Codes.

Initiative 2 Progress: Enacted legislation to codify New York City Community Air Survey

Since 2008, the Department of Health and Mental Hygiene (DOHMH) has conducted the New York City Community Air Survey (NYCCAS), the largest ongoing urban air monitoring program of any U.S.



city. NYCCAS is monitoring criteria air pollutants at street level throughout the city, providing essential data for designing policy, evaluating trends, and characterizing air pollution exposure, and routinely producing reports on neighborhood air quality. In November 2015, Mayor de Blasio signed a bill that codified the NYCCAS, which will continue to produce annual reports on neighborhood air quality that describe air pollutant trends and the sources that contribute to poor air quality in city neighborhoods.

In October 2015, NYCCAS partners at City University of New York (CUNY) convened the first ever New York City Air Quality Symposium, bringing together approximately 100 participants. A diverse group of stakeholders, including community members, academic researchers, City Council members, representatives of advocacy groups, and City and State agency officials connected to share information on the current state of NYC's air. Through presentations and targeted breakout groups, participants shared the findings of recent scientific and community studies, and discussed recommendations for innovative new monitoring techniques and community engagement efforts. Input provided at the symposium will be used to inform methods for future resident engagement in air quality assessments.

DOHMH seeks to build on this momentum by developing a community air quality “citizen science” toolkit to provide communities with tools and guidance to participate in air quality evaluations. DOHMH also plans to expand upon its Environment and Health Data portal by including neighborhood-level sustainability indicators and reports, and creating educational modules to be used in schools and community-based organizations. These initiatives are subject to available funding.

Initiative 3 Progress: Announced all 5,300 registered buildings have discontinued use of most polluting heating oil, leading to significantly cleaner air quality

As recently as 2011, about 5,300 boilers in the City still used No. 6 fuel oil, the heavy heating oil associated with the highest levels of air pollutant emissions. By the end of 2015, all of these buildings had converted to a cleaner fuel—a major step toward the OneNYC goals of achieving the cleanest air of any large U.S. city by 2030, as well as an 80 percent reduction in greenhouse gas emissions by 2050.

This milestone was largely accomplished through programs such as NYC Clean Heat and DEP's heating oil regulations. Building on this success, in September 2015, the City launched the NYC Retrofit Accelerator, a one-stop resource to help owners and operators of privately owned buildings undertake a range of energy and water efficiency upgrades. The Retrofit Accelerator continues the mission of the NYC Clean Heat program by helping building owners convert from No. 4 heavy heating oil to cleaner fuels, and will prioritize buildings in high poverty neighborhoods because of their greater incidence of air pollution related illness.

Initiative 4 Progress: Launched NYC Clean Fleet, a comprehensive sustainability plan for the municipal vehicle fleet

There are many sources of air pollution, mainly derived from fuel combustion within and outside the city. Based on best estimates of current emissions, for PM_{2.5}, 49 percent of emissions are from



Solar carport for electric vehicles



buildings, 24 percent from traffic, 19 percent from non-road mobile sources, 7 percent from electric-power generation, and 1 percent from other sources. For SO₂, 61 percent of emissions are from buildings, 5 percent from vehicles, 14 percent from non-road mobile sources, 17 percent from electric power generation, and 3 percent from other sources.

The City is reducing air pollutants through a portfolio of strategies, some of which are featured in other sections of this report. For instance, the OneNYC Transportation and Parks and Natural Resources goals describe the City's successful efforts to expand access to mass transit, biking, and walking to reduce reliance on vehicle use. The Mayor's Office of Sustainability is also developing a mode shift action plan as part of its 80 x 50 plan to reduce greenhouse gas emissions for the transportation sector, which will also yield significant co-benefits for air quality and public health through increased physical activity. The following initiatives focus on the promotion of cleaner fueling technologies to power vehicles in the public and private sectors.

Supporting Initiative Progress

4A. NYC Clean Fleet commits the City to add at least 2,000 electric vehicles (EVs) to its fleet by 2025—the largest EV commitment of any U.S. city to date and one of the largest worldwide. In conjunction with measures to reduce diesel use in medium- to heavy-duty vehicles, Clean Fleet traces a path to cut the fleet's GHG emissions in half by 2025 and by 80 percent by 2035. Full details are outlined in the 80 x 50 transportation section above.

4B. In December 2015, DOT's Hunts Point Clean Trucks Program (HPCTP) reached its target of replacing, retrofitting, or retiring 500 older heavy-polluting diesel trucks. The program also provided funds to retrofit another six trucks and scrap 24 other vehicles. The program was funded through a Federal Highway Administration Congestion Mitigation and Air Quality (CMAQ) Improvement grant and awarded nearly \$14.75 million to applicant fleets that either reside in or do business regularly within the Hunts Point community and markets in the Bronx. The removal of these old diesel trucks off the street, and in such close proximity to the vulnerable residential populations of Hunts Point and Port Morris, has provided direct air quality benefits to neighborhood residents in all parts of the city served by fleets using the Hunts Point Market. It is estimated that the replacement and retrofit of these older trucks has reduced their particulate matter emissions by 96 percent. The City is committed to securing additional federal funding to expand the program to other areas of the city, particularly environmental justice communities with high levels of truck activity.

4C. Gateless tolling can improve traffic flow and reduce emissions from idling and stop-and-go driving of vehicles queuing at gated toll booths. The MTA is continuing its gateless tolling pilot at the Henry Hudson Bridge and has allocated \$82 million in the 2015-2019 Capital Plan to reconstruct the toll plaza and permanently convert it to open road tolling. As a more effective deterrent to toll evasion and to enable the MTA to expand gateless tolling to other bridges and tunnels, the MTA is also working with the State Department of Motor Vehicles to stiffen penalties against drivers who repeatedly fail to pay tolls. Under the proposed rule, persistent toll evaders may have their vehicle registrations suspended.



Brownfields

Goal: New York City will clean up contaminated land to address disproportionately high exposures in low-income communities and convert land to safe and beneficial use

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

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

Initiative 3: Facilitate cleanup of properties in 100-year floodplain to reduce environmental risks from storm surge

KEY PROGRESS

- Completed clean up of 236 tax lots since 2014

INDICATORS

Increase number of tax lots remediated since beginning of 2014 to 750 by 2019

PREVIOUS

71 as of April 2015

LATEST

124 as of April 2016

Introduction

New York City has thousands of brownfields—properties that are chronically vacant or underutilized that may be contaminated. In response, the City has established a comprehensive brownfield management strategy that simultaneously remediates pollution in the environment and achieves more equitable and sustainable economic development by engaging communities in the revitalization of distressed land.

Since 2014, the NYC Voluntary Cleanup Program (VCP) has continued its substantial growth and the NYC Office of Environmental Remediation (OER) has now facilitated environmental remediation and redevelopment of 236 tax lots. The City has substantially increased the financial support available for remediation of affordable and supportive housing and industrial projects within the city—including \$6 million for the Brownfield Jumpstart Program established July 2015 under OneNYC. The City has expanded community engagement in brownfield development by designating five new place-based community brownfield planning areas and providing new funding and resources to help non-profits and faith-based developers plan and implement remediation of contaminated land. The City is making brownfield properties more resilient to climate change by achieving our goals for remediation of contaminated properties in the coastal floodplain.



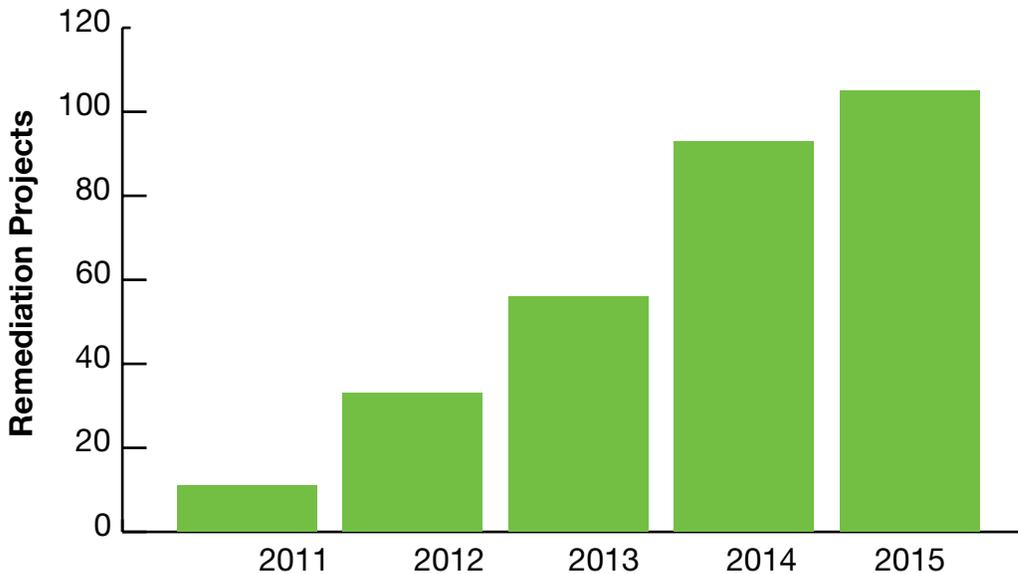
Initiative 1 Progress: Completed cleanup of 236 tax lots since 2014 – 31% of our OneNYC goal

Growth in the city continues to drive new construction. Many of the remaining properties available for redevelopment are on land with a history of industrial use, potential environmental contamination, and long-term vacancy. To address these challenges, the VCP has now enrolled over 900 tax lots for environmental remediation. Cleanup and redevelopment has been completed on 236 properties since 2014 and the City is making great progress toward accomplishing the OneNYC goal of cleaning up 750 tax lots by 2019. Completed remediation has enabled \$2.3 billion in new construction on these properties—creating over 5,200 construction jobs—and is providing space for hundreds of new businesses that are creating 1,500 permanent new jobs. Importantly, almost half of the properties being revitalized by land remediation are in moderate- and low-income communities and on land that was vacant for an average of more than 10 years.

Completed remediation has also created buildable sites for over 1,825 new units of affordable and supportive housing. To ensure that reclamation of brownfields produces even more sites for affordable housing in the future, the City initiated the Brownfield Jumpstart Program as part of the Housing New York plan. The program is using \$6 million in new funding to support environmental investigation, remediation, and redevelopment of city brownfields, and will accelerate enrollment of up to 22 affordable housing projects in the New York State Brownfield Cleanup Program (BCP) in the next two years. Participation in the BCP will also channel additional state funds to these priority projects.

In 2016, OER will launch the Environmental Project Information Center Community (EPIC Community) Environment, an online environmental remediation accelerator that will streamline the cleanup process and provide full transparency for all remediation conducted under OER oversight.

NYC VCP Annual Site Enrollment





Cleanup for Compass Residences Affordable Housing in the Bronx

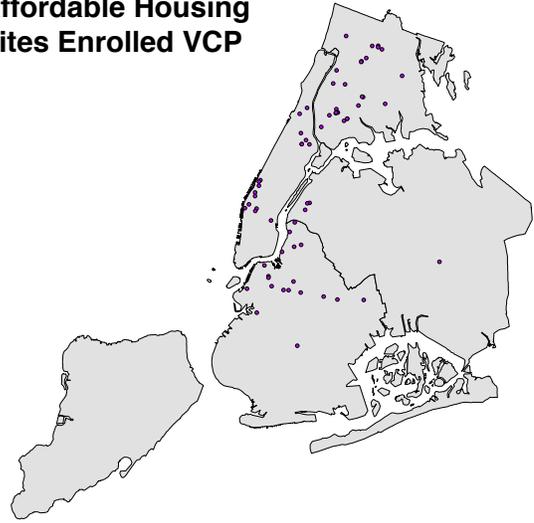
In March 2016, Signature Urban Properties and Monadnock Development completed environmental remediation and development of a 0.9-acre property on Boone Avenue in the Crotona Park East section of the Bronx in the NYC Voluntary Cleanup Program (VCP). Soon the new building on the property will provide 237 new units of safe affordable housing for low- and moderate-income New Yorkers. This is the first phase of Compass Residences, a 10-building, 1,300-unit affordable housing development that will transform a stretch of derelict industrial blocks into a vibrant and affordable residential neighborhood.

The property was formerly used as a gasoline station, auto body shop, and junkyard. In the VCP, a comprehensive environmental investigation of soil, groundwater, and soil vapor was performed. After close consultation with New York State environmental officials, OER established a remediation plan with the developers consisting of removal and proper disposal of over 11,000 tons of soil and placement of a vapor barrier under the building. Remediation and building construction work began in January 2014 and employed 150 workers. Environmental remediation is now complete and on March 25, 2016, OER issued the NYC Green Property Certification plaque, signifying that the new building is among the most environmentally safe places in NYC to live and work.



OER staff present developers of Compass Residences affordable housing project with the NYC Green Property Certification plaque—signifying that the new building is one of the environmentally safest places in NYC to live and work.

Affordable Housing Sites Enrolled VCP



Initiative 2 Progress: Selected by Harvard University's Kennedy School in 2015 as one of the five most innovative government programs in the U.S.

Rapid growth can result in conflicting visions for how an area should grow. OER has designated five new Place-Based Community Brownfield Planning Areas (bringing the total to 25), and completed existing-conditions studies of those five neighborhoods, including Stapleton, Staten Island; Red Hook, Brooklyn; Jerome Avenue, Bronx; and Edgemere/Arverne and Farmers Boulevard in Queens. The City's Brownfield Incentive Grant (BIG) Program has also been expanded to provide grants to support community brownfield planning and implementation. The grants can be used to help select strategic vacant properties for community development projects and to perform early studies for market analyses, building design, and environmental analyses.

Additionally, in 2016 OER will launch EPIC Community, an online portal developed to help residents and community-based organizations perform place-based brownfield planning for vacant and underutilized land in their neighborhoods. This portal enables community brownfield planners to post documents and other information on a unique page and improve communication with local residents, non-profits, government agencies, local developers, and with community brownfield planners in other neighborhoods. OER also partnered with the NYC Brownfield



Compass Residences remediation and development: Before



Compass Residences remediation and development: After

Partnership, a non-profit association of environmental professionals, to establish the Pro Bono Environmental Assistance Program to help non-profits, faith-based developers, and other community-based organizations remediate and redevelop brownfield sites.

OER has now completed cleanup and redevelopment of 104 tax lots in moderate- and low-income communities and has achieved 28 percent of the OneNYC goal to complete remediation of 375 tax lots in these areas by 2019.

Initiative 3 Progress: Cleanup of brownfields in the coastal floodplain is the best way to improve their resilience to climate change and OER has now completed remediation of 38 tax lots in 100-year floodplain

Erosion of contaminated land in low-lying waterfront areas during severe storms can cause pollutants to be dispersed into surrounding communities, including environmental justice areas already overburdened with pollution. These risks will increase as destructive storms become more frequent and severe due to climate change. Remediation of brownfields in the coastal floodplain is the most important way to minimize these risks. So far, OER has facilitated completed cleanup of 38 tax lots in these areas since 2014—achieving 38 percent of the OneNYC goal.

To help achieve more resilient buildings on remediated properties in flood zones, OER performed resilience surveys and produced reports on 20 remediation projects over the last two years. These resilience reports have been distributed to building developers as an educational tool, and later this year, OER will publish a report describing best practices for all coastal brownfield development.



Water Management

Goal: New York City will mitigate neighborhood flooding and offer high-quality water services

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

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

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

A. Alleviate flooding in Southeast Queens

Initiative 4: Reduce pollution from stormwater runoff

KEY PROGRESS

- Broke ground on the 3,400th green infrastructure project since 2011
- Allocated \$1.5 billion over the next decade to alleviate flooding in Southeast Queens

INDICATORS

Maintain full compliance with Safe Drinking Water Act

PREVIOUS

0 violations of SDWA in 2014

LATEST

0 violations of SDWA in 2015

Maintain backlog of catch-basin repairs under 1 percent. Backlog of catch-basin repairs reflects the state of good repair of catch basin system and capacity to address flooding

0.25% in FY 2014

0.44% in FY 2015

Increase the Combined Sewage Overflow (CSO) capture rate from 78 percent in 2014

78% in 2014

79.60% in 2015

Introduction

Behind the streetscapes and towering skylines of New York City lies an intricate network of water and wastewater infrastructure, a system that feeds taps and showers, keeps toilets flushing, and drains sidewalks after rainstorms. In New York City, nearly all municipal water travels from freshwater streams upstate through more than 6,200 miles of aqueducts, tunnels, and water pipes to finally reach the five boroughs. The water supply system is a wonder of prescient engineering, relying almost exclusively on gravity to deliver water from the largest unfiltered supply in the country to homes and businesses, all while meeting or exceeding federal and state drinking water standards. The City remains vigilant about its protection and tests water over 500,000 times annually for more than 250 contaminants—including lead—from the reservoir to the neighborhood street. In March 2016, New York City unveiled a website where parents can track the results of lead testing in its schools and the NYC DOE sent letters home with parents detailing the proactive, ongoing measures taken to ensure that the water in New York City schools was safe for students and staff.

Providing world-class drinking water is an absolute priority, and the City is committed to investing in the infrastructure, watershed protection programs, and creative stormwater management tools that allow the City to maintain an unfiltered drinking supply and protect the health of our waterways. Over the past few years, high-profile drinking water crises across the country have tested the limits of public



trust and highlighted the need for painstaking, system-wide evaluations and safeguards. From algae blooms in Toledo, Ohio, to lead contamination in Flint, Michigan, to the drought that has roiled southern California, these incidents serve as warning of future challenges: continuing to protect public health, managing climate change impacts, and maintaining aging infrastructure that demands continuous attention and investment.



Construction work on Delaware Aqueduct

Initiative 1 Progress: Started construction on the first phase of a \$1 billion project to repair a leaking section of the Delaware Aqueduct

To meet the City's water supply needs, New York City has a robust water supply infrastructure investment program, including projects such as a new tunnel to bring water from Kensico Reservoir to the Catskill/Delaware Ultraviolet Disinfection Facility; significant upgrades to the Hillview Reservoir in Yonkers; completion of the Brooklyn/Queens leg of City Water Tunnel No. 3; and the optimization of the Catskill Aqueduct.

New York City operates the largest unfiltered water supply in the United States. Today, roughly 90 percent of the water DEP collects and delivers remains unfiltered. Since the City received its first Filtration Avoidance Determination (FAD) in the early 1990s, DEP has committed \$1.7 billion toward programs to protect our drinking water at its source, while preserving the economic vitality of watershed communities. With help from its local partners, DEP has preserved more than 100,000 acres of land filtering water into the reservoirs, upgraded wastewater treatment facilities in dozens of upstate communities, and remediated thousands of private septic systems. In 2015, as the City prepares for discussions with state regulators on renewing the FAD, DEP completed a comprehensive assessment of the existing program and water quality trends. This study confirmed that the programs and investments NYC has made over the past decade have maintained the high quality of our water supply. The City's next FAD is expected in 2017.

In February 2016, DEP substantially completed construction of the first phase of a \$1 billion project to repair a leaking section of the Delaware Aqueduct. In the coming months, the City will begin boring the 2.5 mile long bypass tunnel more than 600 feet under the Hudson River. As a result of this project, water from the Delaware System will be unavailable for six months while the new bypass tunnel is connected to the existing tunnel. DEP has developed a comprehensive program to ensure reliable water delivery during the construction period, including an expansion of water conservation retrofits at 189 schools and 330 parks across all five boroughs in 2016.

Initiative 2 Progress: Installed, repaired, or replaced 46 fountains and bottle refillers since Earth Day 2015

NYC's clean, reliable, accessible water supply is invaluable to all New Yorkers. Functioning and accessible water fountains and bottle refillers promote healthy beverage habits among New Yorkers and reduce waste from single-use plastic bottles by giving people the opportunity to refill their beverage containers. Water is a healthy and free alternative to sugary drinks, and NYC has some of the cleanest public drinking water of any city in the country.



In 2015 the City launched a 10-year program to install or repair 500 water fountains and water bottle refilling stations citywide. The Mayor’s Office of Sustainability convened the multi-agency Water Fountain and Bottle Refiller Task Force to identify optimal fountain designs and devise an implementation strategy focused on the following interrelated goals:

- To encourage proper hydration and provide an accessible, free, and healthy alternative to sugar sweetened beverages (health)
- To increase adoption of reusable water bottles to prevent waste and decrease floatables in waterways, and lower emissions associated with collection and disposal (environment)
- To increase free public access to water in areas defined by density, physical activity, and need indicators (equity)

Citywide, 46 fountains and bottle refillers have been installed new, repaired, or replaced since Earth Day 2015. Between July 2016 and Spring 2017, additional fountains and refillers will be installed or replaced including 42 in parks and 60 in schools.

In order to guide location decisions for the installation and replacement of drinking fountains and bottle refilling stations going forward, the task force used geographic information systems (GIS) to create the NYC Water Priority Zones Index and Opportunity Sites Maps based on the following criteria:

- populations with high consumption of sugar sweetened beverages
- areas of high poverty
- limited access to existing public drinking fountains in outdoor and indoor settings
- high pedestrian traffic and daytime activity using subway station ridership and density of commercial and retail land uses

Assigning weights to these variables and mapping the locations of existing fountains and refillers identified priority zones. Within the priority zones, opportunities for placement of drinking fountains and bottle refillers will be identified, with preference given to publicly accessible sites and those locations that are most feasible for installation.

Initiative 3 Progress: Broke ground on the 3,400th green infrastructure project since 2011; to date, 500 green infrastructure projects have been completed and an additional 2,900 are in construction

While DEP continues to be vigilant about protecting our water supply, the City must also seek creative ways to manage the water that falls onto city streets and enters city sewers and wastewater infrastructure. Since the 1990s, the City has pursued a dual approach to alleviating flooding and protecting surrounding waters through an expansive build-out of grey and green infrastructure. In 2015, DEP advanced construction of green infrastructure in priority combined sewer overflow



tributary areas, which represent the 60 percent of the city where stormwater from the streets is carried away in the same sewers that drain sanitary waste. In 2015, DEP allocated \$804.5 million in the Ten-Year Capital Budget to build green infrastructure such as right-of-way bioswales and stormwater greenstreets. DEP has constructed more than 1,000 right-of-way green infrastructure installations citywide, and is constructing 1,500 more, managing one inch of runoff from over 300 impervious acres.

Supporting Initiative Progress

3A. DEP announces \$1.5 billion program to accelerate relief in Southeast Queens

Alleviating flooding in Southeast Queens is a major priority for New York City. In 2015, DEP announced a \$1.5 billion program to substantially accelerate relief in Southeast Queens by pairing traditional sewer construction with green infrastructure throughout the region. As part of the effort, DEP launched an in-depth engineering assessment to evaluate on the ground conditions within 50 of the highest complaint areas within Southeast Queens. Armed with this data, DEP will identify near-term interventions that can provide relief to these property owners by the end of 2016.

In parallel, DEP has been closely collaborating with the School Construction Authority (SCA), Department of Parks and Recreation (DPR), and NYCHA to identify opportunities for green infrastructure retrofits. In 2015, DEP carried out geotechnical investigations for right-of-way green infrastructure, and is working with partner agencies to vet candidate locations for a total of 200 bioswales. In 2016, DEP will begin design of green infrastructure on public land through partnerships with other agencies, and will work toward initiating green infrastructure construction in 2017.

Initiative 4 Progress: Released citywide MS4 stormwater management plan

While the City continues to make new strides in reducing combined sewage overflows (CSOs), DEP is also developing a comprehensive plan to address water quality from runoff in separately sewered areas. On July 31, 2015, New York State issued a Municipal Separate Storm Sewer System (MS4) permit for New York City that requires the City to develop a stormwater management program plan over the course of the next three years. The MS4 permit is issued to the City of New York rather than to any individual agency, with DEP and the City Law Department playing key coordination roles. In 2015, DEP built off previous permit preparation and engagement efforts, hosting multiple interagency and stakeholder working groups to evaluate best practices and develop plans to address issues such as floatables, good housekeeping for municipal facilities, and industrial and commercial stormwater sources. DEP also worked with the Department of Sanitation and GreenNYC to develop a media outreach campaign on litter, debris, and floatables, which was submitted to the State in October 2015 and officially launched in April 2016.

In 2016, DEP will submit the first annual progress report on the development of the citywide MS4 stormwater management program plan, as well as an interim report on the development of the State Pollutant Discharge Elimination System Multi-Sector General Permit that specifically addresses industrial and commercial facilities.



Bioswale



Parks & Natural Resources

Goal: All New Yorkers will benefit from useful, accessible, and beautiful open spaces

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

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

Initiative 3: Reduce light pollution from large buildings at night

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

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

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

KEY PROGRESS

- Parks Without Borders improving parks in communities across the city
- Over 1,000,000 trees planted, two years ahead of schedule

INDICATORS

Increase percent of New Yorkers living within walking distance to a park from 79.5 percent to 85 percent by 2030

PREVIOUS

79.5% as of April 2015

LATEST

81% as of April 2016

Introduction

Parks and public spaces are the cornerstone of strong communities, providing essential space for New Yorkers to live, play, and interact with their neighbors. High-quality, easily accessible, and beautiful spaces enhance use and quality of life and promote a connection to our City's diverse recreational, cultural, and natural resources. Over the last year, City agencies and partners have collaborated to invest in under-resourced parks and playgrounds through the Community Parks Initiative and made improvements to the streetscape, such as City Benches, landscaping, and pedestrian plazas. The City continues to enrich the public realm with programming that connects more New Yorkers to parks and open space. With 81 percent of New Yorkers now living within a walk to a park, progress continues on the goal of ensuring that 85 percent of New Yorkers live within a walk to a park by 2030.



Parks Without Borders

Public spaces bind New Yorkers together—everyone walks the same streets and uses the same parks. When public spaces are designed well, they are accessible to all and help make neighborhoods more pleasant and parks safer.

The Parks Without Borders initiative seeks to create more open, welcoming, and beautiful public spaces where parks and neighborhoods meet. As part of OneNYC, Mayor Bill de Blasio has dedicated \$50 million to the program.

Parks Without Borders is a new approach to park design that focuses on the three areas within parks: entrances, edges, and park-adjacent spaces. Entrances will be made more welcoming, convenient, and easy to find, and centers of community activity will be created out of underused areas next to parks. Park boundaries will also be greener and more comfortable, with furnishing and amenities that make parks safer by improving sight lines. In this way, the City will create better parks and more beautiful neighborhoods.

Initiative 1 Progress: Completed 60 targeted improvements and 35 renovation designs

The Community Parks Initiative is an investment in neighborhood parks with the greatest need. Through this initiative, NYC Parks is working directly with communities to transform their neighborhood parks by improving, programming, and redesigning these essential community assets. To date, NYC Parks has completed design for 35 comprehensive, full-site renovations of 35 parks and playgrounds, which will begin construction in 2016. The second tranche of capital improvement projects has already begun; in March and April, Parks led community scoping sessions for 12 additional parks slated for capital improvements. In addition to these full-site capital improvements, Parks made high-impact, immediate improvements, such as new pavement and plantings, to 60 parks and playgrounds in targeted neighborhoods, and served more than 500,000 people through new programs.

Initiative 2 Progress: Invested \$50M and completed extensive public engagement process

Parks Without Borders is an NYC Parks initiative to make parks more open, welcoming, and beautiful with a new design approach that focuses on improving entrances, edges, and park-adjacent spaces (see sidebar). As part of OneNYC, Mayor Bill de Blasio dedicated \$50 million to the program, which will support eight new projects and the expansion of many other park projects to achieve program goals. NYC Parks worked closely with communities to hear their ideas, holding 37 public meetings and briefings with community boards and launching an interactive website. The City received more than 6,100 nominations for improvements at more than 600 parks citywide. This spring, eight new capital projects suggested by New Yorkers will be announced. NYC Parks has also applied the Parks Without Borders design approach to over 50 capital projects and will continue to do so as opportunities arise to make a citywide impact.

To ensure smart investments, NYC Parks is embarking on a needs assessment, examining the condition, quality, and lifespan of its assets, as well as a new study to understand how New Yorkers use their parks.

Initiative 3 Progress: Proposed legislation to reduce evening light pollution from large buildings

In late 2014, the Lights Out Bill (Intro. 578/2014) was proposed in the New York City Council to address nighttime light pollution from large buildings and improve quality of life. A hearing on the Lights Out Bill was held on April 29, 2015. The Mayor's Office is working with agencies and council to evaluate the bill and consider appropriate and enforceable regulations to reduce light pollution from the city's commercial buildings. The City continues to identify strategies to encourage building owners to reduce unnecessary lighting in vacant buildings and retail spaces, and to increase energy efficiency.



CPI Festival in MLK Park

Initiative 4 Progress: Held 102 Weekend Walks and expanded Summer Streets programming

Over the past year, the City continued to open up streets for recreational events across the five boroughs. In 2015, the Department of Transportation held 102 Weekend Walk events citywide and continued the popular Summer Streets program, which opens Park Avenue and connecting streets from the Brooklyn Bridge to Central Park for walking, biking, jogging, and other activities.

Initiative 5 Progress: Added 215 city benches and completed eight new plazas citywide

Beautiful and well-tended streets improve pedestrian safety, the urban environment, and quality of life. In 2015, the Department of Transportation added 215 city benches, nine street seats, and 100 wayfinding signs to streets. The NYC Department of Transportation has also continued to convert underutilized streets into neighborhood plazas. In 2015, the City completed eight new plazas and began work to offer technical assistance and funding to help community partners maintain and program plazas in low- and moderate-income neighborhoods.



Brownsville residents enjoying Street Seats on Pitkin Avenue

Initiative 6 Progress: Completed MillionTrees initiative two years ahead of schedule

NYC Parks has continued to plant trees in parks and along streets citywide, reaching one million new trees in 2015 as part of the original PlaNYC commitment, two years ahead of schedule. NYC Parks also launched a census of all street trees, to be completed in 2016 and the City has secured funding for LiDAR technology—land cover mapping based on aerial remote imaging that can inform policies and decision-making across multiple agencies.



Millionth tree planting

The City continues to make significant investments in under-resourced, growing, and densely populated neighborhoods to improve the quality and accessibility of public space, and enhance the beauty of neighborhoods and quality of life for all New Yorkers. In the year ahead, the City will continue to renovate parks and playgrounds, add more than 250 wayfinding signs and 225 City Benches, as well as new Street Seats and plazas. The City will also complete its census of street trees and launch new efforts to better understand the needs of parks and the interests of park users.

Vision 4

Our Resilient City

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

In 2015 the city committed to:

Eliminate disaster-related long-term displacement of New Yorkers from homes by 2050

Reduce the Social Vulnerability Index for neighborhoods across the city

Reduce average annual economic losses resulting from climate related events

Progress:

No new data this year: The City is working with the New York City Panel on Climate Change to develop a model for these indicators; and expects to report on these indicators in 2017.

How we did:

Neighborhoods



Invested \$54 million in Sandy-impacted small businesses to create and retain thousands of jobs



Buildings



Secured up to \$5 million in flood insurance savings for New Yorkers, and pursued accuracy in FEMA's flood maps



Infrastructure



Secured \$9.2 billion to rebuild and make resilient the City's infrastructure and public services



Coastal Defense



Secured another \$300 million in new federal and City funding for vital coastal defense projects



Introduction

In April 2015, the City put forward a new vision of resiliency in New York City—one borne out of the devastation of Hurricane Sandy and focused on additional threats, both shocks and stresses, the city faces. These include the growing risks from climate change, as well as the fundamental challenges of population growth, aging infrastructure, and increasing levels of inequality. OneNYC and its resiliency vision recognized that New Yorkers must come together to ensure that our city is ready to withstand and emerge stronger from the impacts of climate change and other 21st century threats.

Climate change is perhaps the toughest challenge New York City will face in the coming decades. Rising sea levels, increasing temperatures and precipitation, and the likelihood of more frequent and intense storms threaten our neighborhoods and infrastructure while exacerbating many underlying social inequities. Making our city more resilient to climate change and extreme weather is not only an important and necessary response to events like Hurricane Sandy. It also represents a shift in the way we live now and into the future.

To do that, we must focus on the threats to our neighborhoods, our economy, and our public services. New Yorkers are no strangers to shocks and stresses. Between 9/11 and today, our city has endured two hurricanes, a global economic downturn, an earthquake, an Ebola virus disease, and a citywide blackout. In each instance, New Yorkers not only withstood these challenges but emerged stronger and unafraid to challenge ourselves to be better. Resiliency is in our DNA as a city. And we need to do more.

That is why the de Blasio administration placed resiliency at the core of OneNYC. The pages that follow serve as a report card on progress over the past 12 months to ensure that the 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.

How did we do?

To date, a lot of progress has been made. The city is safer today than when Sandy hit. Coastal protections are getting better every year. Buildings and homes are being upgraded. Investment in infrastructure is reducing long-term threats. And the neighborhoods where New Yorkers live, work, and play are becoming stronger. In just the past year, the City has:

- Invested over \$54 million in Sandy-impacted small businesses and created over 2,000 jobs through the City's recovery and resiliency program
- Secured improvements to FEMA's National Flood Insurance Program, saving thousands of households in coastal communities up to \$5 million in annual premium hikes
- Collaborated with Con Edison to complete most of its \$1 billion storm-hardening program, built to the City's best standards of climate science



Midland Pharmacy in Staten Island

OneNYC community engagement



- Secured another \$300 million in new federal and City funding in support of the City’s comprehensive coastal protection plan, and achieved major milestones on projects in a diverse array of low-lying neighborhoods across the city, including in Red Hook, Hunts Point, Sea Gate, the Lower East Side, Jamaica Bay, and on the East Shore of Staten Island and the Rockaway peninsula.

Even with all this improvement, the City has much more to do. OneNYC laid out aggressive long-term goals for eliminating long-term displacement, reducing social vulnerability, and minimizing climate-related economic losses. Early successes put the City on the right path to achieve those goals.

How did we get here?

This past year has reaffirmed the value of engaging all New Yorkers in the process. From the Lower East Side to Hunts Point, in Red Hook and Edgemere, and on the East Shore of Staten Island, we have worked together with community leaders and residents to ensure that we are putting our values to work as resiliency builds across the city. These values include:

Promoting equity. Equity and climate change are inexorably linked. While climate change affects everyone, its impacts are not equally felt. Simply put, the poorest and most vulnerable are the hardest hit and least able to recover. Resiliency work must address the growing economic and social inequality facing the city’s most vulnerable communities.

Focusing on neighborhoods. With OneNYC, the neighborhoods where New Yorkers live, work, play, and worship are the focus of resiliency efforts. The goal is to make every single New Yorker safer by strengthening the social and economic resiliency of communities, particularly those with a prior history of environmental injustice that is being exacerbated by climate change.

Community engagement. Our city works best when New Yorkers have a say in decisions that are made in their communities. Broad and deep public engagement is the City’s commitment. Across all five boroughs, we seek out community members, elected officials, community boards, and other stakeholders in all project phases, from concept to construction, to ensure that resiliency investments are anchored to community priorities and needs.

What do we seek to accomplish now?

Over the next year, the City intends to accelerate progress and build on its successes. We do this first because New York City depends on it. But we also recognize our role regionally, nationally, and globally to demonstrate the actions necessary to solve some of the most vexing challenges of the 21st century. That is why the City’s partnership with 100 Resilient Cities, pioneered by the Rockefeller Foundation, is so critical. We can continue to exert global leadership and learn additional best practices from other cities. Cities, and especially coastal cities, will face some of the worst impacts from climate change, but it is in cities where the opportunities for solutions are the greatest. And so we are committed to our role as a global leader as we continue to build a stronger, more resilient New York.



Neighborhoods

Goal: Every city neighborhood will be safer by strengthening community, social, and economic resiliency

Initiative 1: Strengthen community-based organizations

Initiative 2: Improve emergency preparedness and planning

Initiative 3: Support small businesses and local commercial corridors

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

Initiative 5: Mitigate the risks of heat

KEY PROGRESS

- Invested \$54 million in Sandy-impacted small businesses to create and retain thousands of jobs
- Created over 2,000 jobs from the City’s recovery efforts
- Led innovations in how the City prepares for and responds to climate emergencies
- Convened faith groups and community organizations to enhance recovery and resiliency efforts
- Secured \$1.7 million for the best available data for climate change adaptation planning

INDICATORS	PREVIOUS	LATEST
Increase the capacity of accessible emergency shelters to 120,000	10,000 in 2014	10,000 in 2016
Increase the rate of volunteerism among New Yorkers to 25 percent by 2020	18% in 2013	18% in 2014

Introduction

A resilient city requires resilient neighborhoods—the places where New Yorkers live, work, play, and worship. As the city learned in the aftermath of Hurricane Sandy—a lesson that’s relevant following any disruptive event in a neighborhood—the ability for New Yorkers to come together through community-based and faith-based organizations protects lives and enables long-term recovery. The City can help enable that collaboration, and to date has worked with community-based organizations, houses of worship, and civic groups to develop resources that build their capacity around emergency preparedness and planning. The City has developed new tools to connect New Yorkers with information before, during, and after an emergency. To support long-term resiliency, the City has invested in small businesses and commercial corridors in Sandy-impacted neighborhoods, and has connected New Yorkers with jobs and opportunities for improved economic opportunity. Finally, the City has strengthened its work to mitigate the urban heat island effect, and is making a significant commitment to secure the best available data to address urban heat that will make it possible to prioritize adaptation strategies and investments, while also helping to reach the neighborhoods that are most vulnerable to heat.



Initiative 1 Progress: Convened faith groups and community organizations to enhance recovery and resiliency efforts

The broad array of social service organizations in New York City plays a vital role meeting individual needs, strengthening neighborhoods, and advancing greater equality and opportunity for city residents. They also prove vital in times of disaster response and in support of long-term recovery and resiliency. The City contracts with over 4,000 human service organizations to deliver publicly funded services. The Mayor's Office of Operations has coordinated an effort to make these community resources more discoverable for individuals, non-profit practitioners, and policymakers. An interagency working group kicked off in March and during the rest of 2016 the City will release an up-to-date set of machine-readable data, sourced from the Health and Human Services (HHS) Accelerator platform, for mapping service type and actual location of every human service being funded by the City.

New York City Emergency Management (NYCEM) engaged a variety of community partners in the development of a toolkit that highlights best practices and templates for developing / implementing community emergency plans, and identifies ways for NYCEM to connect with local communities before, during, and after emergencies. The toolkit includes guidance on engaging with limited English proficiency (LEP) populations, people with access and functional needs, and other vulnerable communities. Over the past year, the Citizen Corps program has developed the project with the input of a variety of groups and communities to understand the goals and challenges they have faced in the planning process. Recently, Citizen Corps conducted three community discussion sessions in Brooklyn, Staten Island, and on the Rockaway peninsula. After the toolkit is launched in the fall of 2016, NYCEM will conduct targeted outreach and work with organizations on developing their own emergency plans.

In partnership with the City Council, the Mayor's Office of Recovery and Resiliency (ORR) and NYCEM launched the Hurricane Sandy Charitable Organization and House of Worship Recovery Task Force. The Task Force



Citywide Mapping of Community-Based Organizations

A citywide map of non-profits that deliver City-funded services will be made publicly available, and can be incorporated into other analytic tools developed by City agencies and externally by others. These tools will make it easier for individuals and their advocates to research and find services that are best equipped to meet their specific needs. It will also provide a key component to track the social service funding that the City is making in different communities, and allow the City to gain deeper insight into the impact of various services and the areas where greater investment is warranted.





convened with the charge of surveying the damages and losses of community-based organizations and faith-based groups involved in Hurricane Sandy recovery efforts. Over the course of the year, Task Force members will engage deeply with City and federal officials, and each other, to describe current conditions and develop recommendations on expanding the participation of local community-based organizations and faith-based groups in emergency planning and preparedness. These recommendations will inform how the City coordinates with them to enhance recovery and resiliency efforts. The work of the Task Force will culminate in a set of recommendations to be released later in 2016.

Finally, civic engagement is a crucial element of the City's resiliency goals. NYC Service worked with NYCEM to connect volunteers with emergency opportunities via EmergeNYC. This has involved opportunities to be trained and work at Commodity Distribution Points (CDPs) where the City would provide food and water to the public after a disaster. As the City has sought to increase its volunteer rate, NYC Service worked with the CUNY Graduate Center to better understand volunteering demographics across the five boroughs and is using the results of a recent Volunteers Count survey to explore more deeply the population categories and subcategories (race, income, immigrant status, etc.) associated with volunteering.

Initiative 2 Progress: Led innovations in how the City prepares for and responds to climate emergencies

NYCEM has led the City's efforts to improve risk communication and emergency preparedness by updating evacuation maps, releasing a public-facing, user friendly guide that builds off the City's Hazard Mitigation Plan (NYC's Risk Landscape: A Guide to Hazard Mitigation), and expanding programs like Citizen Corps and Community Emergency Response Team (CERT) to improve the way that local residents participate in local emergency planning and response activities. Additionally, the City has expanded NotifyNYC, Ready New York, and Know Your Zone campaigns to better share information on risk and preparedness. Ready New York is an NYCEM public education campaign that encourages New Yorkers to learn about hazards and prepare for all types of emergencies by writing an emergency plan, choosing a meeting place, gathering supplies for their home, and preparing a "go bag" in case they need to leave their home in a hurry. Ready New York conducted over 700 emergency preparedness events across the city last year.

NYCEM also established Mobile Office Hours as a new program that partners with elected officials and local community groups to provide greater access to NYCEM staff and their programs.

The City is working towards making its emergency shelter sites accessible for New Yorkers with disabilities. For the 2014 hurricane season there were eight accessible shelters located in all five boroughs. The City is currently in the process of expanding its number of accessible shelters and is conducting approximately 125 surveys at Department of Education (DOE) and CUNY schools to identify barriers to accessibility and assess their feasibility to be retrofitted.

The City's Hurricane Zone Finder has been updated to show the location of these accessible shelters. Additionally, the City has also redesigned way-finding signage in its emergency supply stockpile to assist people with disabilities in utilizing facilities. The redesign now includes Braille, the new accessibility icons, and appropriate pictograms. Sixty-seven sets of these signs are being purchased in preparation for the 2016 coastal storm season. There are instructions for how to set



up the way-finding signage that are site specific to each shelter. To accommodate the needs of people with disabilities, NYCEM has purchased and packaged sufficient supplies in the Emergency Supply Stockpile to be deployed in support of accessible shelters. NYCEM has also ordered, and is in the process of packaging, 53 additional sets of disability-related amenities to prepare for the 2016 coastal storm season, resulting in a total of 67 sets of supplies. These additional supplies include accessible cots, raised toilet seats, mobility aids such as wheelchairs, and other special medical supplies.

Another initiative advanced over the past year is the NYCEM Share Your Space Survey, which identifies community spaces that could potentially support City emergency operations and outreach events. As such, NYCEM has worked to centralize all operational site data via an Operational Sites working group for more controlled site planning and emergency allocation of sites during activations. These included direct information from community groups and elected officials, City-owned sites, faith-based sites, and other partners. All information will continue to be stored in the NYCEM's Citywide Asset and Logistics Management System (CALMS).

Additionally, the City has worked across multiple agencies to coordinate an effort to expand a system for emergency credentialing that can be deployed in a crisis. This year, the City launched an interagency working group to evaluate and make recommendations on the current emergency credentialing and access coordination program as well as the Corporate Emergency Access System (CEAS). This program will provide guidance for how City agency staff and other personnel and partners providing essential services access restricted sites during a disaster. By summer 2016, the working group will develop an interim Credential Verification and Access Coordination (CVAC) Protocol in advance of this year's coastal storm season, and taking into account lessons learned and best practices from Hurricanes Irene, Sandy, and Joaquin, along with Winter Storm Jonas. The working group will have recommendations for further enhancing the credentialing and access coordination program later this year.

Since the release of OneNYC, the City has improved its 911 emergency response, specifically by rolling out 45 additional ambulance tours in high need areas such as the southern Bronx, increasing dispatch and supervisor staffing, and improving governance and quality assurance. In addition, the second, fully redundant 911 answering center, currently under construction in the Bronx, is set to open in June.

Additionally, the City has worked to leverage its relationships with organizations that provide case management to vulnerable populations. For example, the City has sent out letters to primary human services agencies to encourage their contracted service providers to participate in the City's emergency protocols such as the Advance Warning System (AWS). To date, approximately 350 additional distinct organizations have signed up for the AWS. NYCEM has begun to redevelop the AWS website to include the capability to integrate registration for AWS alerts into the current citywide contracting process for service providers on the HHS Accelerator website which is run by the Mayor's Office of Operations. The Department of Health and Mental Hygiene has published a guide for practitioners on the importance of electronic health records (EHR), sponsored initiatives to help primary care and mental health providers citywide with EHR technical assistance, and highlighted the ways EHR can be used to prevent permanent data loss and quickly restore services after a disaster.



At the same time, the City has put systems and resources in place to support emergency management and recovery ahead of future disasters. In February 2016, the City's Department of Design and Construction (DDC) issued a request for proposals for emergency contracts across a set of FEMA-eligible services such as debris removal, emergency protective measures, housing recovery, and permanent work that will enable the City to effectively deploy appropriate resources to an array of emergency response situations. Proposals have been received and are being evaluated now, with the goal to have contracts in place during the 2016 coastal storm season.

The City continued to coordinate a streamlined approach to managing its inventory and analysis of citywide recovery and resiliency projects. In anticipation of the 2016 Hazard Mitigation Plan interim update to Federal Emergency Management Agency (FEMA), NYCEM has launched a Mitigation Action Database that will transform the current list of mitigation projects into an online repository of mitigation actions, in coordination with ORR.

Finally, to ensure that New York City's emergency preparedness and climate resiliency efforts continue to be informed by the best available climate projections, the City launched the Third New York City Panel on Climate Change (NPCC3) in June 2015. NPCC3 science informs the City's comprehensive climate policies, including its multilayered, citywide resiliency plan and sweeping sustainability initiatives. The NPCC3 will continue to advise the City and the Climate Change Adaptation Task Force on climate change projections and adaptation. The focus of NPCC3 will include updated climate science, equity and environmental justice, infrastructure, indicators and monitoring, and mapping. This includes community-based assessments of adaptation focused on the neighborhood scale, describing current patterns of spatial vulnerability, developing a social vulnerability index for NYC in coordination with the City, and including a regional focus on interdependent transportation and energy systems.

Thai Rock Restaurant
after Hurricane Sandy



Owner Robert Kaskel (now)

Initiative 3 Progress: Invested \$54 million in Sandy-impacted small businesses to create and retain thousands of jobs

In the aftermath of Hurricane Sandy, the City made critical investments to support small businesses across the city in the recovery process—retaining and creating jobs. The City provided \$28 million in loan and grant assistance to more than 650 businesses through relief programs and more than \$2.8 million in tax exemptions through the New York City Industrial Development Agency. Over the past year, the City has made additional progress in supporting the recovery and long-term resiliency of small businesses and local commercial corridors. In October 2015, the Department of Small Business Services (SBS) concluded the Hurricane Sandy Business Loan and Grant Program which served 348 businesses (every eligible applicant) with an investment of over \$54 million in federal recovery funds: \$47 million in grants and \$7 million in loans.

In November 2015, the City launched Business PREP, a technical assistance program to prepare businesses for future emergencies and enhance the resiliency of their operations, assets, and physical spaces. The program has conducted 10 workshops and two webinars, reaching approximately 200 businesses across the five boroughs. In the summer of 2016, Business PREP will begin providing on-site resiliency assessments



and complementary micro-grants for eligible businesses in Sandy-impacted areas. Finally, SBS is also developing online resiliency resources for businesses across the city, which will be publically available.

Through RISE : NYC, a federally funded program to identify innovative resiliency technologies, the NYC Economic Development Corporation (NYCEDC) selected 11 technologies from a pool of over 200 applicants worldwide. Winners will receive funding to install their innovative technologies at small businesses that were impacted by Hurricane Sandy to ensure their business processes and operations are more resilient to the impacts of future storms and climate change. RISE : NYC will serve as many as 10,000 small businesses citywide, with technology deployment starting in 2016. The first technology installed will be Solatube Daylighting Systems by NYC Daylighting, Inc., a Rockaway-based business that was itself impacted by Hurricane Sandy. Solatubes are a passive technology that deliver natural light to dark interior building spaces.

The City is also investing \$31.3 million to enhance commercial viability and resiliency in Sandy-impacted areas in the Rockaways and Coney Island. Investments include streetscape upgrades, open space improvements, and stormwater management to better protect Sandy-impacted businesses and to enhance connectivity and economic revitalization. In particular, preliminary design for investments in Downtown Far Rockaway has started and is expected to be completed by summer 2016.

The Department of City Planning (DCP) Resilient Retail study addresses existing physical and regulatory challenges to maintaining active corridors that serve neighborhood retail needs within the city's floodplain. It outlines short- and long-term adaptation and retrofit strategies for retail businesses, local land use actions that aim to provide business and property owners with more flexibility, and proposes federal regulatory reforms in flood mitigation. In addition, DCP's Resilient Industry study has launched, with close collaboration between NYCEM, Department of Health and Mental Hygiene (DOHMH), and other agencies. This study of industrial businesses is focused on both open and enclosed industrial facilities that are vulnerable to climate impacts including flooding, storm surge, and strong winds connected to coastal storms. The outcomes of this study are designed to be a resource for businesses to help them identify and develop operational preparedness strategies and physical retrofits, specific to industrial uses, to promote business resiliency and protect adjacent neighborhoods.

Initiative 4 Progress: Created over 2,000 jobs from the City's recovery efforts

The City's vision for an equitable recovery following Hurricane Sandy is built on an inclusive process where New Yorkers have the opportunity to help rebuild their neighborhoods, and where social resiliency is built by connecting residents to economic opportunity. Since 2015, ORR and its partner agencies have worked to replicate and expand the successful workforce development program Sandy Recovery Workforce¹, innovated by the Mayor's Office of Housing Recovery Operations (HRO) and SBS, across the City's recovery and resiliency program. With an expanded focus on local job creation, the City has already created over 2,100 jobs and hired close to 500 residents from Sandy-impacted areas.



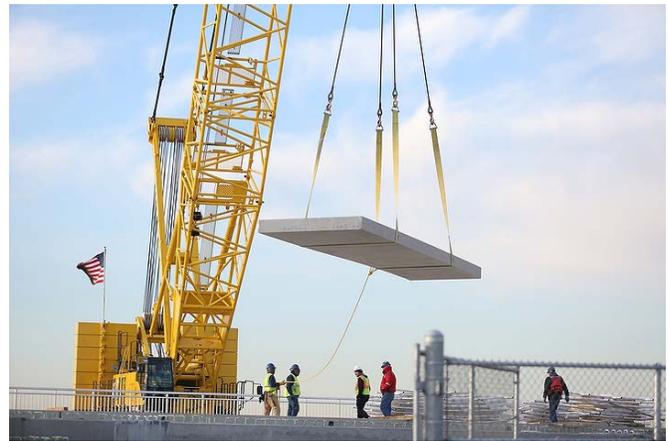
Creating Jobs for New Yorkers

When Hurricane Sandy hit New York City, Coney Island resident Jawanza Gray was in the hospital delivery room with his wife, waiting for his son to be born. Jawanza was worried about how his neighborhood would survive the storm, and he was worried about the future: his job and how he would provide for his family. He had been working locally as a maintenance supervisor but was looking to switch careers in order to find employment that would be more stable and provide stronger benefits. One morning in April 2015, Jawanza came across a flyer advertising the opening of the Sandy Recovery Workforce1 Center in Coney Island and attended the opening event that very day. By that afternoon, he had signed up for a slot with a union pre-apprenticeship program paid for entirely through U.S. Department of Housing and Urban Development grant funds. Jawanza spent five weeks in a class at the Edward J. Malloy Initiative for Construction Skills. Upon graduation, Jawanza joined DC9, the painter's union. Having acquired new skills and the benefits that come from working in a union job, Jawanza is now able to "rest easier." "I'm in a much better position than I was 3 years ago."



Jawanza Gray

Construction employment for the Rockaway



HireNYC has established a process that requires employers receiving City contracts to review and consider qualified workers for open positions associated with those contracts. Through this initiative, the city's workforce will have access to thousands of job opportunities created through City investments, including those associated with resiliency investments in Sandy-impacted communities. All new contracts, regardless of value, are required to submit job postings to and interview candidates from the Sandy Recovery Workforce1 system, thus connecting with a local talent pipeline of Sandy-impacted residents. Furthermore, the City encourages vendors to ensure that 20 percent of their project team is composed of Sandy-impacted residents. Through this initiative, the City has reinforced a commitment to connecting residents impacted by Sandy to the recovery and resiliency investments in their neighborhoods.

In addition, ORR has worked with the Mayor's Office of Contract Services (MOCS), the Office of Management and Budget (OMB), and others to develop tools to increase our ability to gather information on labor demographics of those employed on City projects. In 2016, the City will launch these tools across several construction contracting agencies to deliver better intelligence about the City's contracted workforce and minority and women-owned businesses (M/WBE) participation in the City's resiliency program.

Ahead of the third anniversary of Hurricane Sandy, SBS, HRO, and ORR hosted the Sandy Resource and Opportunity Fair to connect local residents of Coney Island with many of the City's workforce development



resources in one place, including recruitment for open jobs, information on the pathways to enter the unions, and referrals to skills-building and training services. The Resource and Opportunity Fair also created an opportunity for M/WBEs to be aware of existing recovery and resiliency projects.

Finally, to increase awareness, outreach, and transparency, and to provide more opportunities for firms and businesses to connect to City-led recovery and resiliency projects, ORR produced the Quarterly Contract Look-Ahead for professional services and construction projects, which provides information on a quarterly basis about upcoming contract opportunities within the City's resiliency program.

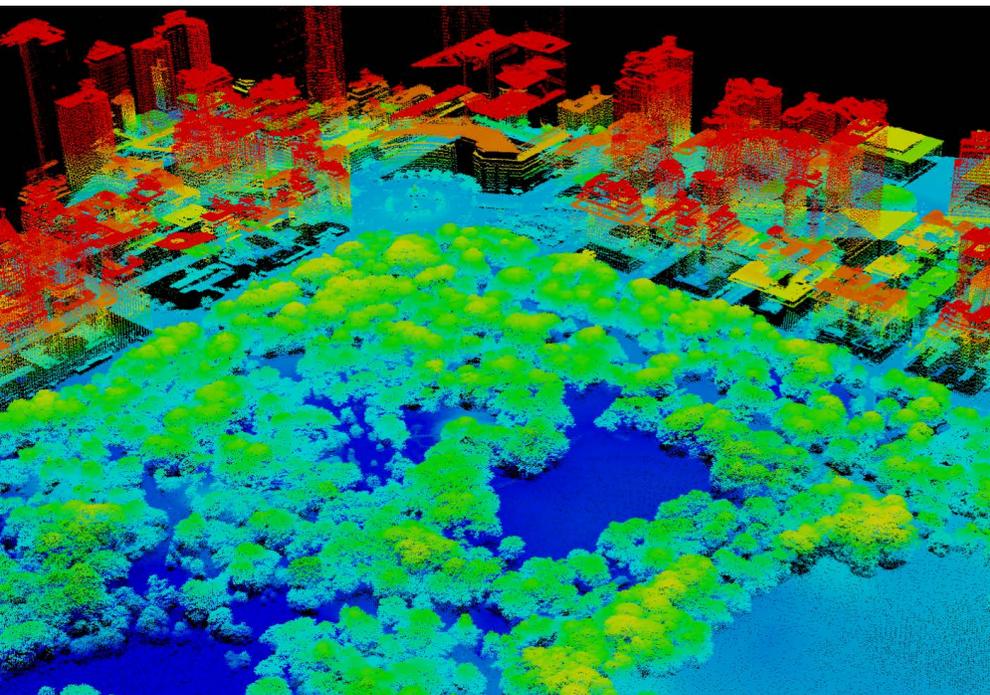
Initiative 5 Progress: Secured \$1.72 million for the best available data for climate change adaptation planning

According to the National Oceanographic and Atmospheric Administration, 2015 was the hottest year on record globally. In New York City, the NPCC projects that, by the 2050s, the frequency of heat waves could increase to seven per year from the pre-2000 baseline of two per year. Extreme heat claims the lives of approximately 100 New Yorkers each year and puts critical strain on the city's infrastructure, leading to periodic service outages and brownouts. While the City has taken steps to manage its energy portfolio to reduce demand and is working to encourage New Yorkers to make choices toward greater energy efficiency, our efforts to mitigate the risks of heat are also well underway.

The City has launched the NYC Urban Heat Island Mitigation Working Group, a team of academic researchers, local and state agencies, and non-profit organizations, to generate new research and identify needed policies and investments to mitigate the risks of heat, which have a profound impact on vulnerable New Yorkers. Over the course of 2016, the working group will develop a strategic

framework to inform and guide future capital investments and operational strategies, identify and advise on near-term tactics for the city's most heat-vulnerable communities based on the best available science, and recommend necessary monitoring and research initiatives to adapt the city to the increasing impacts of urban heat.

To provide the best available data to support the City's analysis of strategies for addressing the urban heat island effect, the City is securing \$1.72 million in funding to update its LiDAR dataset. This data will be used to create high-resolution elevations and land cover maps, which will also support comprehensive planning for coastal restoration, green infrastructure



View of Central Park using LiDAR data



planning, emergency preparedness, and land use planning. When collected and developed at regular intervals, high resolution land cover mapping is a comprehensive and objective way to measure and monitor changes in the urban environment that affects the overall resiliency and sustainability of the city, and quality of life for all New Yorkers.

With support from the U.S. Centers for Disease Control and Prevention, DOHMH has conducted surveillance and analysis of climate-related health effects, including heat impacts, and published an analysis with academic partners to identify indicators of vulnerability to extreme heat event-related mortality in the city. A resulting heat vulnerability index (HVI) is informing the work of the Urban Heat Island Mitigation Working Group. DOHMH also created neighborhood climate and health reports that are publicly available on the City's Environment and Health Data Portal, and has worked to expand outreach and extreme heat-health risk and prevention information dissemination to healthcare service providers and other community partners serving vulnerable populations.

During a heat emergency, access to cooling is a life-saving resource for the most vulnerable New Yorkers. To expand the City's efforts in preparedness planning and emergency management, the City is engaging in consultation with key stakeholder agencies and social provider organizations that provide or fund housing for vulnerable individuals to identify issues and potential policies to protect vulnerable people from indoor heat exposure during extreme heat events. Finally, the City is still seeking funding to launch a concerted program to test strategies for protecting vulnerable neighborhoods from extreme heat health impacts in partnership with the Urban Heat Island Mitigation Working Group.



Buildings

Goal: The city’s buildings will be upgraded against changing climate impacts

Initiative 1: Upgrade public and private city buildings

Initiative 2: Adopt policies to support building upgrades

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

KEY PROGRESS

- Secured up to \$5 million in flood insurance savings for New Yorkers, and pursued accuracy in FEMA’s flood maps
- Collaborated with 10 Sandy-impacted communities to develop local adaptation plans, and released Design and Construction Excellence 2.0 Guiding Principles

INDICATORS	PREVIOUS	LATEST
Increase the percentage of households in the 100-year floodplain with flood insurance policies	55% in 2013	68% in 2016
Increase the square footage of buildings upgraded against flood risk	Not Reported	264,000 sq. ft. in 2016*
Increase the number of homes elevated through the Build it Back program	31 in 2015	202 in 2016

*Partial data for City-sponsored projects only

Introduction

The City has made progress on physically upgrading buildings against the impacts of climate change by developing policies to accelerate and guide building resiliency across a variety of the city’s building types. The City’s Build it Back program has worked to rebuild homes devastated by Hurricane Sandy and has made them more resilient to future climate impacts. New York City Housing Authority (NYCHA) achieved significant milestones on its \$3 billion resiliency program, and has begun design or construction on buildings and supporting infrastructure at the 33 developments that were damaged by Sandy.

In parallel, the City has advanced policy formation and planning to support increased building resiliency. At a neighborhood level, the Department of City Planning (DCP) has worked with communities in ten Sandy-impacted coastal areas to develop recommendations for long-term resiliency strategies. At the building scale, the New York City Department of Design and Construction (DDC) drafted and released guiding principles with a focus on equity, sustainability, resiliency, and healthy living.



The City has worked to integrate resiliency measures into the City's Retrofit Accelerator, described in Vision 3. In addition, the City continued to explore financing opportunities for resiliency retrofits and advocated for policy changes to the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program to incentivize mitigation and promote affordability for one-to-four family homes, multifamily residential buildings, and mixed-use buildings alike.

Initiative 1 Progress: Committed to complete the Build it Back single-family program by the end of 2016

The Build it Back program, led by the Mayor's Office of Housing Recovery Operations (HRO), has been central to the City's recovery efforts, and homes being supported through Build it Back are being made more resilient to flooding and associated climate risks. In October 2015, Mayor de Blasio announced that 100 percent of reimbursement checks had been sent to more than 5,500 homeowners in the program, and over 2,600 construction starts have been accomplished as of March 31, 2016, with the commitment to complete the Build it Back single-family program by the end of the year. In order to aid this initiative, DCP together with HRO and the Department of Housing Preservation and Development (HPD), and in close coordination with the Department of Buildings (DOB) developed a special set of zoning regulations for severely-impacted communities in Brooklyn, Queens, and Staten Island. These "Special Regulations for Neighborhood Recovery" eliminated a number of regulatory hurdles facing the elevation or reconstruction of older Sandy-damaged homes, and expedited the recovery effort.

HPD's Multifamily Build it Back Program made strides in 2015. Through this program, the City will assist more than 20,000 households in close to 160 buildings across New York City. At the end of 2015, HPD had provided assistance to more than 82 multifamily building projects representing more than 12,000 households. HPD drew on its broad experience in multifamily housing and consulted with a wide range of resiliency experts to create and implement the first multifamily resiliency program in the country. The development of this resiliency program has been a critical achievement in the efforts to protect residents of multifamily developments in New York City from the effects of climate change, and has laid the groundwork for future strategies across the United States. To date, HPD has funded a variety of flood protection strategies including, among others, elevating and flood-proofing critical building systems, providing energy-efficient improvements, and deploying emergency and temporary power systems. HPD projects over 8,000 households in the city will benefit directly through these specific resiliency measures.

NYCHA has also embarked on an ambitious recovery and resiliency program, with work planned at 33 Sandy-damaged developments. More than \$3 billion has been secured from the federal government for this program, which will benefit approximately 40,000 households. In 2015, work commenced at Lower East Side Rehab V to restore mechanical, electrical, and plumbing systems, install a stand-by generator, and make the development more resilient. Work is expected to be completed there by the end of summer 2016. Over the past year, NYCHA has also released bids for construction services at Astoria Houses, Oceanside Apartments, Smith Houses, Carleton Manor Houses, Coney Island Houses (Site 1B), and Rangel Houses. This construction work is projected to begin by the third quarter of 2016, with a total value of over \$400 million.



Many other agencies have also embarked on resiliency projects across the city. Thus far, construction has been completed on six projects at CUNY, DOC, DPR, and FDNY for a total of \$2.8 million. Significantly more work is planned for the coming years. Construction has already begun on building resiliency work totalling \$183 million.

Initiative 2 Progress: Collaborated with 10 Sandy-impacted communities to develop local adaptation plans and released Design and Construction Excellence 2.0 Guiding Principles

New policies can support the City's resiliency. In particular, the City is focused on how land use policy can be a tool for improved resiliency. DCP has made significant progress on leading comprehensive community planning in ten Sandy-impacted neighborhoods to better understand how zoning can be a resiliency tool through its Resilient Neighborhood Studies. This work builds on the citywide flood resiliency zoning text amendment, adopted on a temporary emergency basis in 2013, to remove the most pressing barriers to incorporating resilient investments in buildings. In October of 2015, DCP released the summary report of the work in Edgewater Park, a co-op community in the Bronx. By providing community education on flood risks and resiliency strategies, DCP helped the co-op reform its bylaws to promote more resilient construction in keeping with neighborhood character. Also in October 2015, DCP released a how-to guide on making art and cultural spaces more resilient in collaboration with the Mayor's Office of Recovery and Resiliency (ORR), NYC Emergency Management (NYC EM), NYC Department of Small Business Services (SBS), and the NYC Department of Cultural Affairs (DCLA). The guide was developed through engagement with the arts community and is part of the agency's work in West Chelsea. DCP is continuing to work with the communities across the floodplain to identify locally specific strategies to reduce flood risk, including zoning changes to enable more resilient development, plan for adaptation to climate change by limiting density in certain areas, and create vibrant communities.

DDC works with more than 20 client agencies to construct and retrofit City buildings and infrastructure throughout the five boroughs. DDC has drafted and released Design and Construction Excellence 2.0 Guiding Principles that update its design and construction strategies to embed consideration of resiliency as well as equity, sustainability, and healthy living into its projects. These guiding principles are being used to engage on essential issues with client agencies to enhance design responsiveness in projects that range from streetscapes to police precincts and libraries.

Further, ORR, in partnership with the DOB, initiated a study to improve wind resiliency of new and substantially improved buildings. This study and the work from the Resilient Neighborhood reports will inform the commitment made by the City to develop and adopt consistent resilient design guidelines for buildings in areas vulnerable to flooding, extreme wind, and heat by 2018. Additionally, the City, through its ongoing partnership with the Center for New York City Neighborhoods, has begun to conceptualize a program of loans and grants to finance and encourage resiliency retrofits for homes and businesses not covered under existing programs.



Resilient Neighborhood Studies

Following the adoption of a temporary, emergency citywide zoning text amendment in late 2013 to remove barriers to meeting the requirements of new federal flood maps, the Department of City Planning (DCP) began working with 10 communities (see map below) throughout the floodplain on developing locally tailored strategies to advance resiliency. Some of these areas were chosen because they presented specific zoning and land use issues that could not be addressed on a citywide basis. Others were chosen in order to study a range of building and land use issues that are representative of areas seriously affected by flood risk. In each area, DCP has been working with community stakeholders, as well as with ORR, HRO and other City agencies, to identify how changes to zoning and investments in infrastructure, coastal protection, and housing could reduce flood risks and support vibrant neighborhoods.

The Resilient Neighborhoods Studies explore strategies for managing land use through zoning that fall along a spectrum based on the risks and needs of each neighborhood:

Limit

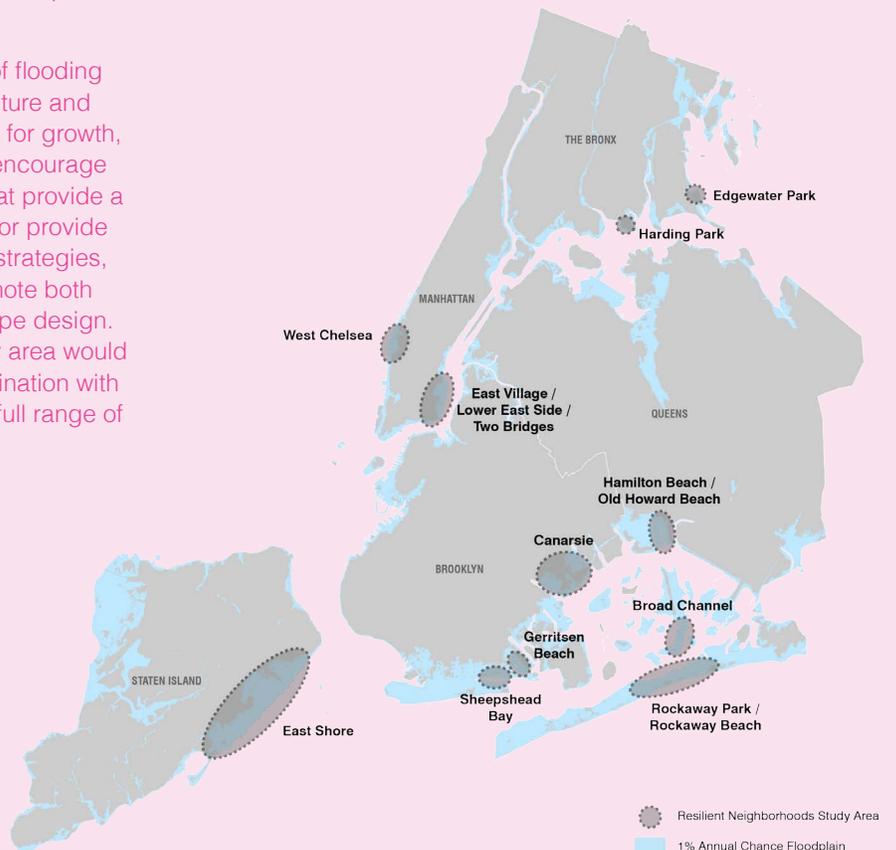
In some areas of the floodplain where flood risks are exceptional in their magnitude and frequency, such as where sea level rise is projected to lead to future daily tidal flooding or where basic infrastructure is lacking, zoning and other tools may be used to limit exposure to damage and disruption by limiting future development. For example, DCP has been working with certain communities to develop appropriate zoning regulations to limit new development while also enabling property owners to make investments to protect existing homes.

Accommodate

In many areas of the floodplain, zoning could better accommodate adaptation to flood risk if regulations that impede investment in flood resistant buildings, both new and retrofitting, are modified. While the 2013 Citywide Flood Resiliency Text Amendment removed many of the most direct and urgent barriers to resiliency, additional issues continue to be identified through the recovery process and the experience of individual owners. For example, throughout the floodplain current zoning requirements on small lots with high flood elevations lead to tall, narrow out-of-character homes. DCP has been exploring whether new zoning envelopes could better suit these constrained sites, enabling buildings that are both more resilient and provide higher-quality housing than would otherwise be possible.

Encourage

In other areas where there is a risk of flooding during extreme events but infrastructure and context would support opportunities for growth, zoning can be part of a strategy to encourage the construction of new buildings that provide a higher standard of flood protection, or provide incentives for pursuing more costly strategies, such as dry floodproofing, that promote both resiliency and high quality streetscape design. Exploration of such strategies in any area would need to include outreach and coordination with the community, and attention to the full range of local planning issues.





Initiative 3 Progress: Secured up to \$5 million in flood insurance savings for New Yorkers, and pursued accuracy in FEMA's flood maps

In addition to physical mitigation against flood damage through retrofits and elevation, more homeowners have invested in financial products that will help them recover more quickly after a major flood. From 2012 to 2015, the number of flood insurance policies increased by 56.5 percent in NYC. Given this increase in uptake, and due to legislative changes made by Congress to the National Flood Insurance Program (NFIP) beginning in 2012, the City has continued its advocacy to promote reforms to the NFIP that would incentivize mitigation and promote affordability, with a goal to influence the 2017 reauthorization of the NFIP.

Specifically, since the passage of the Biggert Waters Flood Insurance Reform Act of 2012, residential flood insurance rates underwritten by FEMA's NFIP have been increasing significantly for many New Yorkers. Due in part to the City's advocacy, as of April 2016, flood insurance premiums for primary homeowners with homes built before 1983 that have not had repetitive flood losses will only see 5 percent increases, instead of what could have been 18 percent increases, saving thousands of New Yorkers in coastal communities as much as \$5 million in aggregate flood insurance premiums.

In addition to advocacy work, ORR has launched several studies to better understand how NFIP changes will affect 1-4 family homes and multifamily residential buildings. The multifamily study will be released shortly. The findings from these studies will continue to inform the City's advocacy efforts and are expected to provide best practices in terms of proactive outreach to building managers and owners to encourage them to understand and mitigate their risk. These findings are also expected to inform the City's advocacy to FEMA to develop clearer guidance on insurance products and purchase requirements for multifamily buildings. And these findings support the development of mitigation incentive programs targeted at affordable housing developments. The City will continue to work to understand the economic impact of rising flood insurance premiums on building owners and neighborhoods, and will work to ensure the availability of affordable NFIP flood insurance.

The City will also continue its work to reach a successful resolution to its appeal of FEMA's 2015 Preliminary Flood Insurance Rate Maps, which overstate the size of the city's 100-year floodplain due to inaccuracies in the underlying analysis. Accurate flood maps are critical to the NFIP program and the City is committed to resolving the appeal and adopting accurate flood maps as quickly as possible.



Infrastructure

Goal: Infrastructure systems across the region will adapt to maintain continued services

Initiative 1: Adapt the region's infrastructure systems

Initiative 2: Adopt policies to support infrastructure adaptation

KEY PROGRESS

- Secured \$9.2 billion to rebuild and make resilient the City's infrastructure and public services
- Launched the Climate Change Adaptation Task Force with 57 regional partners

INDICATORS

Reduce customer-hours of weather-related utility and transit outages

Increase the percentage of patient beds at hospitals and long-term care facilities in the 100-year floodplain benefitting from retrofits for resiliency

PREVIOUS

Not reported

79% in 2014

LATEST

No new data this year*

84% in 2016

*To determine how to report on reducing customer-hours of weather-related outages, the City is working with Con Edison to formulate a baseline timeframe and establish a methodology that incorporates resiliency improvements; a baseline and methodology to analyze customer-hours of transit-related outages are in development.

Introduction

Since Hurricane Sandy, the City has secured \$9.2 billion in federal funding to rebuild and make resilient the City's infrastructure systems—including transportation, water, sewer, waste, and social infrastructure. Across the five boroughs, many projects are underway. To make New York City's infrastructure more resilient to the risks from climate change and other 21st century threats, the City has partnered with infrastructure owners and operators across the region to ensure the continuity of critical services in an emergency, and to adapt systems to recover more quickly from service outages. From transportation and energy to telecommunications, these publicly and privately owned systems remain vulnerable to natural disasters and the impacts of climate change. Without proper investment, these systems remain at risk.



Initiative 1 Progress: Secured \$9.2 billion to rebuild and make resilient the City's infrastructure and public services

Over the past year, the City has made significant progress in securing funds and advancing projects to adapt its infrastructure systems to climate change. Over \$9.2 billion has been secured through the FEMA public assistance program, providing critical support to the city's recovery and long-term resiliency priorities across the city.

Transportation

The City, through the Department of Transportation (DOT), continued its implementation of resiliency investments throughout the City's transportation network. DOT completed over \$8 million of repair and resiliency work on traffic infrastructure, initiated an additional \$77 million of construction projects, and began design on over \$42 million in recovery and resiliency projects. The City continues to work with regional transportation operators to ensure resiliency investments in the transit network. Necessary repairs and resiliency upgrades to the regional transportation system are ongoing. Collaboration continues with freight operators through the convening of the Metropolitan Rail Freight Council by the City and the Port Authority of New York and New Jersey, in an effort to grow rail freight in the region. Participants on the Council include private railroads and several public agencies.

Water, Sewer and Waste

The City, through Department of Environmental Protection (DEP), continued its build out of green infrastructure, including bioswales, rain gardens, permeable pavement, and green roofs to reduce the amount of stormwater entering the sewer system, and invested in the resiliency of its wastewater treatment plants and pumping stations. Construction started on \$91 million of projects including a Bluebelt project in Staten Island to reduce local flooding, and construction completed on over \$190 million in other sewer and drainage projects including investments to South East Queens system. DEP also secured over \$13 million for additional green infrastructure projects in Sandy-damaged communities, in partnership with the State's NY Rising program.

To better understand the impacts of heavy rainfall events, the City signed a Cloudburst Partnership memorandum of understanding with Copenhagen to share best practices on stormwater management and evaluate innovative methods for managing the increased intensity of precipitation that climate change will bring.



Newtown Creek Waste Water Treatment Plant

Additionally, DEP has made progress on the reconstruction of three high-hazard dams to ensure their compliance with New York State dam safety guidelines, and continued its implementation of a dam inspection program on both monthly and yearly cycles to facilitate appropriate maintenance and attain state of good repair. Work also continues on major capital investments to ensure a steady supply of water during all weather conditions, including the nearly \$1 billion repair of the Delaware Aqueduct leak, completion of the Brooklyn/Queens leg of City Water Tunnel No. 3 and the May 2015 activation of the Croton filtration facility, which can provide 10% of the city's average daily water demand (or more in times of drought).



Energy

Working closely with key energy utilities, the City advanced its partnership with regional stakeholders to invest in the resiliency of the city's energy infrastructure. Con Edison is in the final year of a three-year \$1 billion storm hardening program, with approximately \$460 million projected to be spent in 2016. To inform ongoing design and planning practices and resiliency investments, Con Edison has commenced a climate change vulnerability study that will be completed in 2019. This study will look at all key weather and climate inputs that are required for Con Edison to review its design standards, including daily and hourly temperatures, wind, precipitation and other variables. Leveraging these best practices, the City worked closely with LIPA/PSEG to initiate a similar Storm Hardening initiative. The City also began discussions with National Grid regarding gas safety and the resiliency of the gas supply and distribution systems.

The City has been an active participant in New York State's Reforming the Energy Vision (REV) proceedings, which has a stated objective to transition the energy system to a more efficient use of energy including deeper penetration of renewable energy resources, through wind and solar, and wider deployment of distributed energy resources, such as microgrids, roof-top solar and other on-site power supplies, while improving reliability and resiliency. As part of the REV process, the City has successfully advocated for changes to the standard interconnection requirements process, which is used by utilities for connecting distributed generation to utility networks. These changes included adoption of a more fair and transparent process in addition to expanding the size threshold to 5 MW. In 2015, the City also successfully advocated the expansion of the threshold for the standby tariff exemption from 1 MW to 15 MW for new generation until 2019. The City successfully negotiated with Con Edison a demand charge credit for customers that demonstrate reliable performance of distributed generation during times of peak demand. These rule changes facilitate the integration of larger capacity distributed generation resources such as combined heat and power and larger-scale renewable installations.

The City has also examined how microgrids can support resiliency while facilitating co-benefits, such as sustainability and affordability, by aggregating networks of distributed generation resources and providing the capability to energize when the grid is down. The City is also in the first year of a three-year project in partnership with Sustainable CUNY to develop a strategic pathway for the expanded deployment of resilient solar in New York City, which combines solar with battery storage technology.

Telecommunications

The City, through the Department of Information Technology and Telecommunications (DoITT) and its telecommunications resiliency office, has worked with the telecommunications sector to harden their networks and assets to withstand severe weather and other emergency events, storm-related power outages and power grid outages, and strengthen the City's support of mission-critical functions. DoITT has been actively developing and maintaining more strategic communications with telecommunications providers by establishing regular meetings and ongoing dialogue on resiliency issues, as well as on disaster preparedness and restoration activities. DoITT developed a resiliency framework for telecomm franchise and service agreements to ensure resiliency measures are integrated into future franchise agreements (e.g., for cable television, public communications structures, mobile telecommunications, mobile subway stations, and information services) and other City agreements for telecommunications services. Resiliency and disaster recovery requirements,



Con Edison Storm Hardening Collaborative

Four years after Hurricane Sandy ravaged New York City, Con Edison has worked with the City through a storm hardening collaborative to plan for a future with climate change and to make investments that strengthen its critical infrastructure.

Con Edison continues to fortify its electric, gas and steam facilities susceptible to flood and wind damage to help reduce storm-related customer outages in New York City and Westchester County. With much of the \$1 billion storm hardening program expected to be complete by the end of 2016, some of the initiatives completed to-date include:

- Installed more than 500 smart switches and over 3,300 electrical devices that more precisely clear faults on the overhead system, reducing customer outages;
- Built more than one mile of concrete flood walls around critical equipment in electric substations and steam generating stations.
- Reconfigured flood-prone underground electrical networks in Brooklyn and lower Manhattan to limit the number of customers that lose service if Con Edison must de-energize equipment.
- Installed more than 650 pieces of submersible equipment in flood zones, facilitating faster restoration.



(Top) Con Edison is building flood walls at a substation on the waterfront in Brooklyn

(Bottom) Similar perimeter protection work and elevation of equipment is ongoing as substations along the East River in Manhattan

such as provisions for battery backup, cybersecurity, a future solar power pilot project, dissemination of emergency information, and additional hardening measures for structures located in flood zones were incorporated into the City's most recent telecommunications franchise agreement for LinkNYC. LinkNYC is a first-of-its-kind communications network that will bring the fastest available free public Wi-Fi and free domestic calling to millions of New Yorkers, small businesses, and visitors. Built at no cost to taxpayers, the five-borough LinkNYC network will replace the aging network of public pay phones and, through advertising proceeds, generate more than \$500 million in revenue for the City over the initiative's first 12 years.

Social Infrastructure

The City, through the Department of Parks and Recreation (DPR), has been a leader in thinking about the role of parks in mitigating the impacts of climate change, particularly by protecting adjacent neighborhoods from storm surge and heavy rainfall and serving as gathering places after an event or during hot weather. Many waterfront park assets were heavily damaged during Sandy, and DPR has advanced over \$4 million of projects into the design process, with over \$23 million of projects completing design. DPR has completed over \$13 million of construction, and another \$6 million has started at parks around the city. The City achieved progress on various stages of the Rockaways Boardwalk project, with the section between Beach 108th to Beach 126th Streets opening in July 2016. The City continues to make progress on completing the reconstruction of the Boardwalk by Memorial Day 2017.



The City, through NYC Health + Hospitals, continued to invest in the critical public hospital network. The recovery and resiliency projects underway at NYC Health + Hospitals achieved important milestones, with design work starting on Coney Island Hospital as well as its Coler facility. NYC Health + Hospitals anticipates issuing the request for proposals for design work at Metropolitan Hospital in spring 2016, with work to begin by August 2016; and is completing a Phase 3 Hazard Mitigation Study at Bellevue Hospital, which will guide the development of a request for proposals for design services later in the year. Additionally, the City provided \$28 million to Staten Island University Hospital and has actively worked to assist the hospital with its hazard mitigation strategy, which includes reinforcing critical equipment against flood and wind risk at its two campuses.

Finally, the School Construction Authority has started over \$149 million of construction and completed an additional \$25 million of design on recovery and resiliency projects in the City's schools.

Initiative 2 Progress: Launched the Climate Change Adaptation Task Force with 57 regional partners

Over the past year, the City has collaborated with its many regional partners to advance policies in support of regional infrastructure adaptation. In July 2015, the City reconvened the Climate Change Adaptation Task Force (CCATF), composed of 57 public and private regional infrastructure owners and operators, to assess the risks to critical infrastructure serving New York City and the region and to develop adaptation strategies to ensure continuity of services. The City has been leading the task force through a climate change risk assessment for infrastructure assets across the region's critical service sectors, and will ultimately issue a set of recommendations to inform future investments and infrastructure resiliency design guidelines.

The City has also continued to advance work to assess and improve the resiliency of its critical supply chains, including liquid fuels, food supply, and other freight. The City has been successful in securing resources through the Department of Homeland Security (DHS) for two regional resiliency assessments. The first will conduct studies to assess the resiliency of the liquid fuels supply chain and is being done in collaboration with the State. The second assessment will provide critical data about the current commodities supply chain system to help the City prepare for and respond to a disaster. Additionally, the City has launched a study to address the vulnerability of the city's food supply chain and prepare for and prevent disruptions in the food distribution system. The study will identify critical hubs and distribution channels, and impacts from climate change-related hazards to the infrastructure systems. Finally, the City received \$10 million in TIGER grant funds from the U.S. Department of Transportation to upgrade rail at the Hunts Point Food Market facility to lessen its dependence on trucking. These funds supplement a \$12 million investment by the City and the New York City Economic Development Corporation.



Coastal Defense

Goal: New York City’s coastal defenses will be strengthened against flooding and sea level rise

Initiative 1: Strengthen the city’s coastal defenses

Initiative 2: Attract new funds for vital coastal protection projects

Initiative 3: Adopt policies to support coastal protection

KEY PROGRESS

- Secured another \$300 million in new federal and City funding for vital coastal defense projects
- Achieved major milestones on key coastal defense projects across the city
- Committed over \$100 million to inspect and rehabilitate the City’s waterfront assets

INDICATORS

Increase the linear feet of coastal defenses completed

PREVIOUS

36,500 linear ft in 2015

LATEST

84,100 linear ft in 2016

Increase the acres of coastal ecosystems restored

Not Reported

14.9 acres in 2016

Increase the number of residents benefitting from coastal defenses and restored ecosystems

200,000 in 2015

No new data this year

Introduction

Hurricane Sandy highlighted the city’s vulnerability to coastal storms and sea level rise. Climate change is only expected to increase those vulnerabilities, with flooding events becoming more frequent and more intense. To mitigate this risk, the City put forward a first-ever comprehensive coastal protection plan, with projects across the city that are locally tailored to the risk. These projects will increase coastal edge elevations, minimize upland wave zones, and protect against storm surge, utilizing a hybrid strategy of built and natural infrastructure measures. As measures are funded and completed, the city’s ability to manage coastal storms and sea level rise will continue to improve.

To date, the City and its many partners are making significant strides and hitting key project milestones across the city in the implementation of the first phase of its comprehensive coastal protection plan, securing new funds for coastal resiliency, and improving the development and management of its waterfront and coastal assets.



Initiative 1 Progress: Achieved major milestones on projects across the city in Red Hook, Hunts Point, Sea Gate, the East Shore of Staten Island, on the Rockaway peninsula and in Jamaica Bay, and on the Lower East Side

Over the past year, the City has made significant strides toward the implementation of the first phase of its comprehensive coastal protection plan. This has been possible due to the strong degree of cooperation and interagency coordination at all levels of government.

Residents planning for an integrated flood protection system in Red Hook



To date, the City has:

- Completed the conceptual and feasibility study and started environmental review for the East Side Coastal Resiliency project, which is still on track for a 2017 groundbreaking following a successful community engagement process
 - Launched the Lower Manhattan Coastal Resiliency project and selected a consultant to conduct preliminary design and environmental review for an integrated flood protection system in Two Bridges and Lower Manhattan
 - Worked with U.S. Army Corps of Engineers (USACE) to release the preliminary feasibility report for a \$580 million armored levee and inland drainage project on the East Shore of Staten Island
 - Worked with USACE to approve a tentatively selected plan for its Rockaway Reformulation project, including a Jamaica Bay inlet storm surge barrier and related coastal defense measures in Southern Brooklyn, the Atlantic shoreline of the Rockaway peninsula, and in Jamaica Bay
 - Completed initial field work and procured for the design of a double dune system in Breezy Point
 - Launched the public outreach component related to conceptual design and feasibility analysis for an integrated flood protection system in Red Hook
- Achieved local community stakeholder consensus in Hunts Point on two priority elements, energy resiliency and flood risk reduction, and announced the selection of a consultant team to advance the analysis of both elements, and the design of a pilot energy resiliency project
 - Completed preliminary analysis and procured for the design of the first phase of a \$100 million program to increase edge elevations against sea level rise and erosion
 - Advanced nature-based resiliency measures in Jamaica Bay in partnership with State and Federal agencies, including at Spring Creek and Sunset Cove



Initiative 2 Progress: Secured another \$300 million in new federal and City funding for vital coastal protection projects

Over the last year, the City has made significant progress to secure new funds for the implementation of its comprehensive coastal protection plan. In January 2016, the U.S. Department of Housing and Urban Development (HUD) announced the single-largest grant of \$176 million to New York City from its National Disaster Resilience Competition. This award was secured through a multi-agency effort that also leveraged a \$100 million City commitment to Lower Manhattan. With this announcement, and adding in the prior awards from the Rebuild by Design competition, the City has secured nearly \$600 million from HUD for city coastal resiliency projects that will protect vulnerable coastal communities. The newest award of \$176 million will enable the implementation of integrated flood protection in Two Bridges. A public design consultant has been selected for Two Bridges and Lower Manhattan, and more than \$100 million is now committed to Lower Manhattan. The City will continue to seek additional funds to complete the project.



Lower Manhattan Coastal Resiliency



In Staten Island, the USACE has released its preliminary feasibility report that will lead to the implementation of a nearly \$580 million coastal defense and inland drainage project on the East Shore of Staten Island.

On the Rockaway peninsula and in Jamaica Bay, the USACE announced its tentatively selected plan for a Rockaway inlet storm surge barrier and related system-wide investments in Jamaica Bay and across Southern Brooklyn. The Coney Island Creek Resiliency Study, begun in fall 2014, is a first step in a long-term strategy to protect the life, property, and livelihoods of Coney Island and Gravesend communities from the effects of storm surge and sea level rise. Over the past year, the study developed a shared agenda between the City and community for resiliency that included both short- and long-term aspects. This study has been advanced with USACE as a critical component of a comprehensive regional solution for coastal flooding that extends from Jamaica Bay to the low-lying areas of Gravesend Bay to Manhattan Beach.

Finally, the City has worked closely with USACE on a long-term plan to secure more funds for coastal defense projects through the launch of a New York and New Jersey Harbor and Tributaries Study, the first step to securing additional federal appropriations. A senior executive review group, including the City, has been established and will provide leadership on the study, with the City continuing to advocate for new investments across Coney Island, Newtown Creek, Gowanus Canal, Hunts Point, Lower Manhattan, and other vulnerable coastal communities.



U.S. Army Corps of Engineers construction in Sea Gate



Rendering for the East Side Coastal Resiliency project



Community engagement for the East Side Coastal Resiliency project

Initiative 3 Progress: Committed \$100 million to inspect and rehabilitate the City's waterfront assets

Over the last year, policies for waterfront management have been aligned to enable better coordination between agencies and to support the development and management of new coastal defense assets.

The City has launched an innovative citywide waterfront inspections program to better manage its coastal and waterfront assets across multiple agencies. Led by the New York City Economic Development Corporation (NYCEDC), the program will inspect all City-owned waterfront assets on a regular cycle. The City will then prioritize necessary repairs using \$100 million of City funds to rehabilitate those assets that are most in need of investment. New inspection guidelines are being developed that reflect the new types of assets being built and managed, and a comprehensive database of all citywide waterfront assets is being expanded to include private waterfront structures.

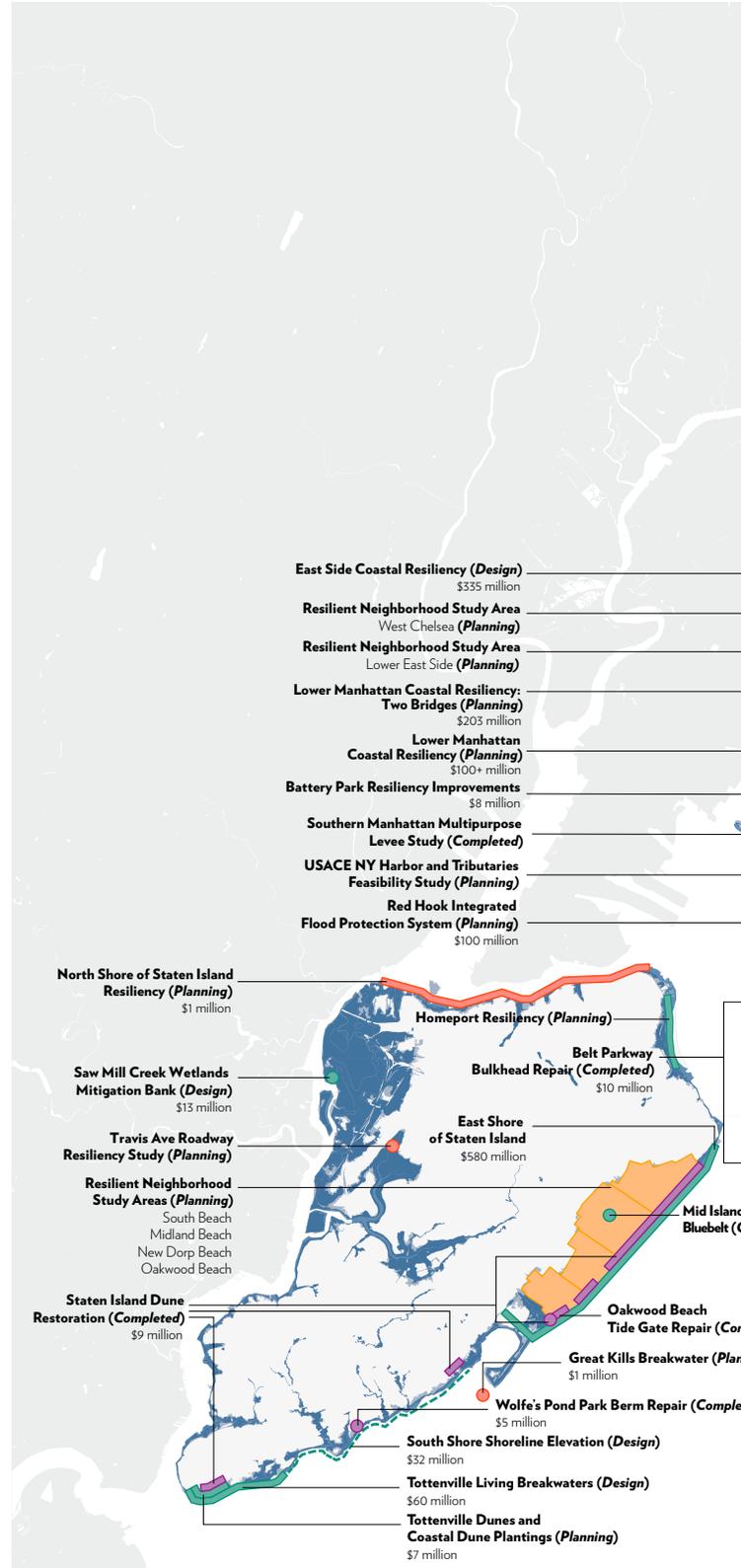
The City is also working with the City Council to relaunch the Waterfront Management Advisory Board (WMAB). The WMAB will advise the City on its ongoing efforts to implement its comprehensive coastal protection plan, and will assist and advise City efforts to build a more inclusive waterfront and develop new waterfront policies and programs.

Finally, the City has worked closely with the Science and Resilience Institute at Jamaica Bay to ensure that the latest climate science and research informs all coastal resiliency investments in Jamaica Bay, particularly through the USACE Rockaway Reformulation project.

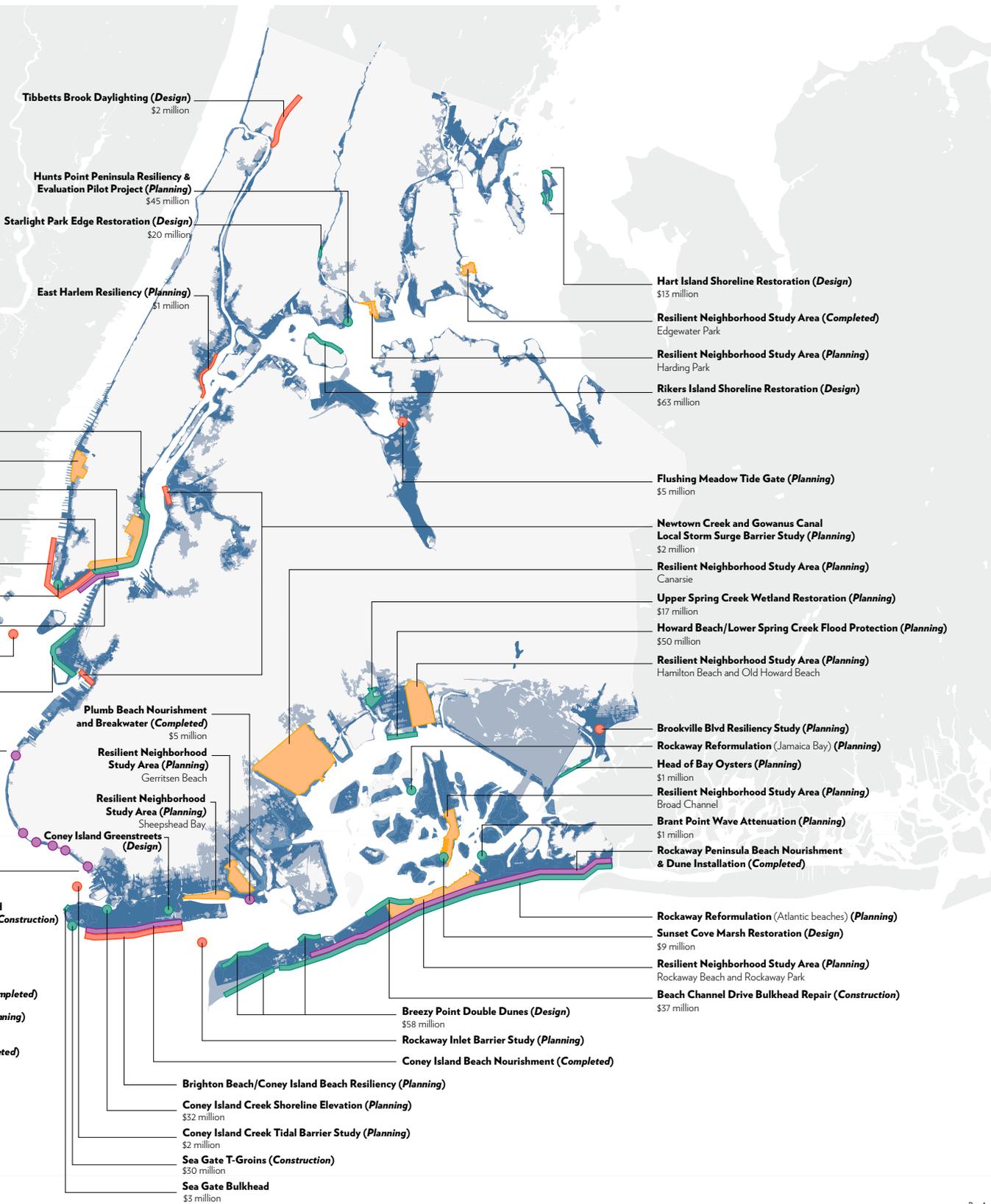


A Resilient City Coastal Protection Project Status

- Completed
- Study Funded
- Project Funded
- DCP Resilient Neighborhoods Study Areas
- 2013 100-Year Floodplain
- 2050s 100-Year Floodplain



Floodplain Source: FEMA (Current Floodplain) NPCC 2015 (2050s Floodplain)
 Note: NPCC Floodplain is a high-end projection (90th percentile).
 All costs are rounded estimates. Not all projects shown.



Rev. April 20, 2016

Diverse and Inclusive Government

KEY PROGRESS

- Mayor de Blasio signed a personnel order providing paid parental leave to approximately 20,000 New York City employees
- City awarded over \$1.6 billion in contracts to Minority and Women-owned Business Enterprises in fiscal year 2015
- Women and people of color now represent the majority of administrators and officials in City Government



Government Workforce

Goal: Build a government workforce reflective of the diversity and inclusion of all New York City communities

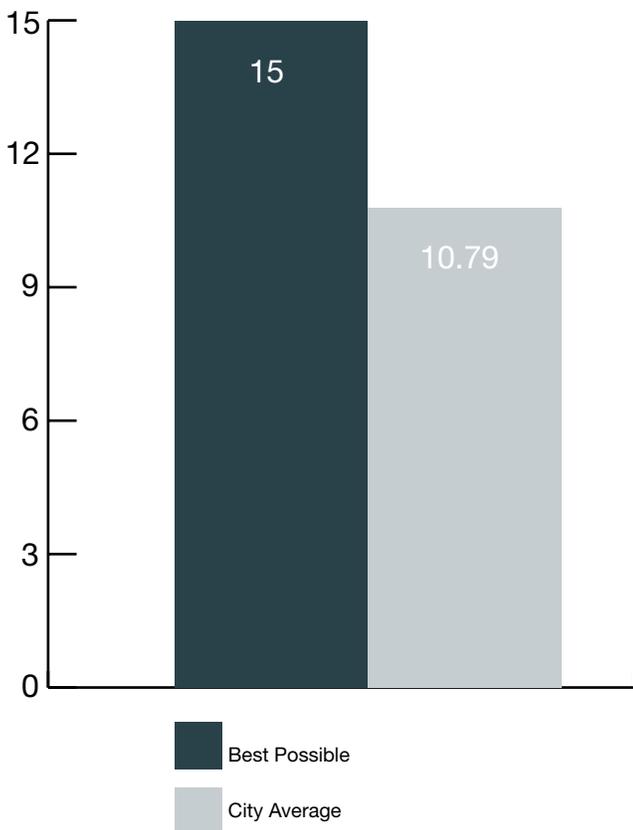
Introduction

City government’s ability to govern effectively and serve all residents depends on the diversity of our workforce and our senior leadership. To support our municipal workplace, we must maintain an inclusive atmosphere that embraces diversity—not just tolerates it. Our mission is to emerge as a global public sector leader in achieving equitable representation across all levels of City government.

The de Blasio administration has instituted sweeping policy changes to ensure that City government recruits, hires, and retains a diverse municipal workforce. In January 2016, the Mayor signed a personnel order providing paid parental leave to approximately 20,000 New York City employees—putting the City at the forefront of city and state policies around the country. The policy will guarantee that parents will be able to spend valuable time with their new children. And in March 2016, the Mayor issued Executive Order 16 to ensure that employees and members of the public are given access to single-sex City facilities (such as bathrooms and locker rooms) that are consistent with their gender identity, without being required to show proof or verification of gender. The administration also launched the Commission on Gender Equity, which will support administration initiatives to promote gender equity, including work within government. Also, the City’s Employment Opportunity Policy has been revised for the first time since 2005 and now includes diversity and inclusion leadership best practices for commissioners.

The City’s 2015 workforce submission to the Equal Employment Opportunity Commission (EEOC) reveals that women and people of color now represent the majority of administrators and officials in City government, that is, 52 percent of the management population. Although nationally white males still dominate this job group, this is the first time in the City’s reporting to the EEOC that white male representation in the category has fallen below 50 percent.

Best Diversity Practices



*Based on February 2016 Agency Survey (39 agency responses): BSA did not submit.



Successful Existing Programs

The City's Public Service Corps program is the nation's first and largest off-campus internship program for college students. It provides undergraduate and graduate students with opportunities to serve their communities, build professional skills, and learn about careers in the public sector. The Department of Citywide Administrative Services (DCAS) and Department of Education (DOE) currently partner to provide internships, training, and other support to the City's automotive high schools, led by the Brooklyn Automotive High School. This successful partnership has improved educational opportunities and led to direct employment for automotive high school participants. DCAS offers training courses designed to strengthen test-taking skills and workforce readiness, and assists students in matching their education and experience with City jobs and highlighting potential exams from the exam schedule.

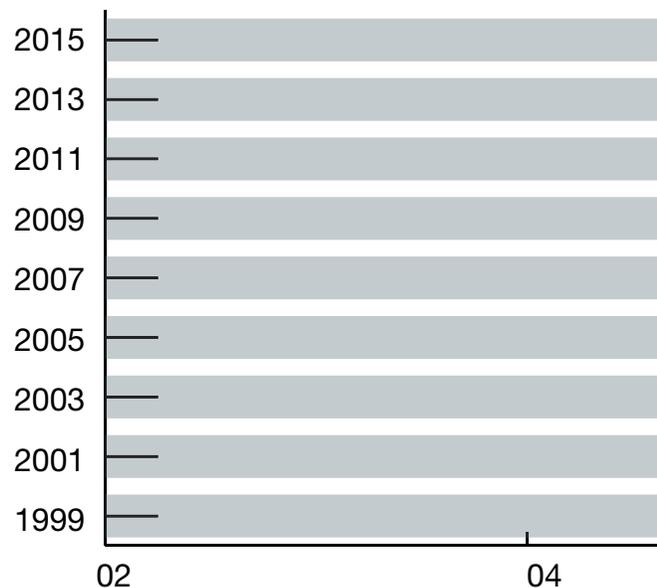
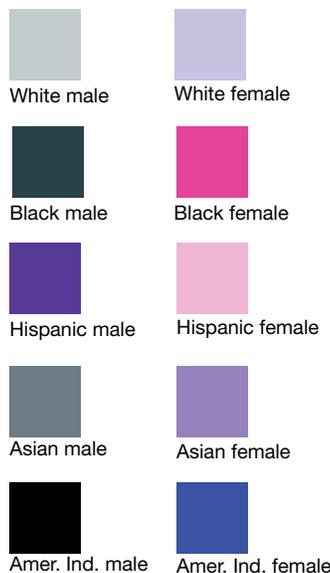
Initiative 1 Progress: Women and people of color now represent the majority of administrators and officials in City Government

The Department of Citywide Administrative Services Office of Citywide Recruitment (OCR) attended 121 recruitment events, 81 career fairs, and 40 information sessions from April 2015 through February 15, 2016. These events were held at educational institutions and community-based organizations, and included events specifically for the lesbian, gay, bisexual, and transgender (LGBT) community, veterans, and people with disabilities.

During the 10 months that OCR has attended recruitment events, career fairs, and information sessions, it was clear that most people are not aware of the many different job and career opportunities in City government. When people think of working for the City they tend to only envision uniform jobs or careers. Our efforts have sought to change this perception while actively recruiting new candidates for public sector jobs.

Since the December 2015 launch of the new website for the Mayor's Office of Appointments (MOA), more than 900 resumes have been submitted online. And since October 2015, MOA has connected with over 30 diverse community groups to recruit talent. Finally, since April 2015, MOA has assisted 56 City agencies with finding candidates for various middle- and senior-level vacancies.

Race & Gender of Administrators & Officials, NYC EEO-4 Report, 1999-2015



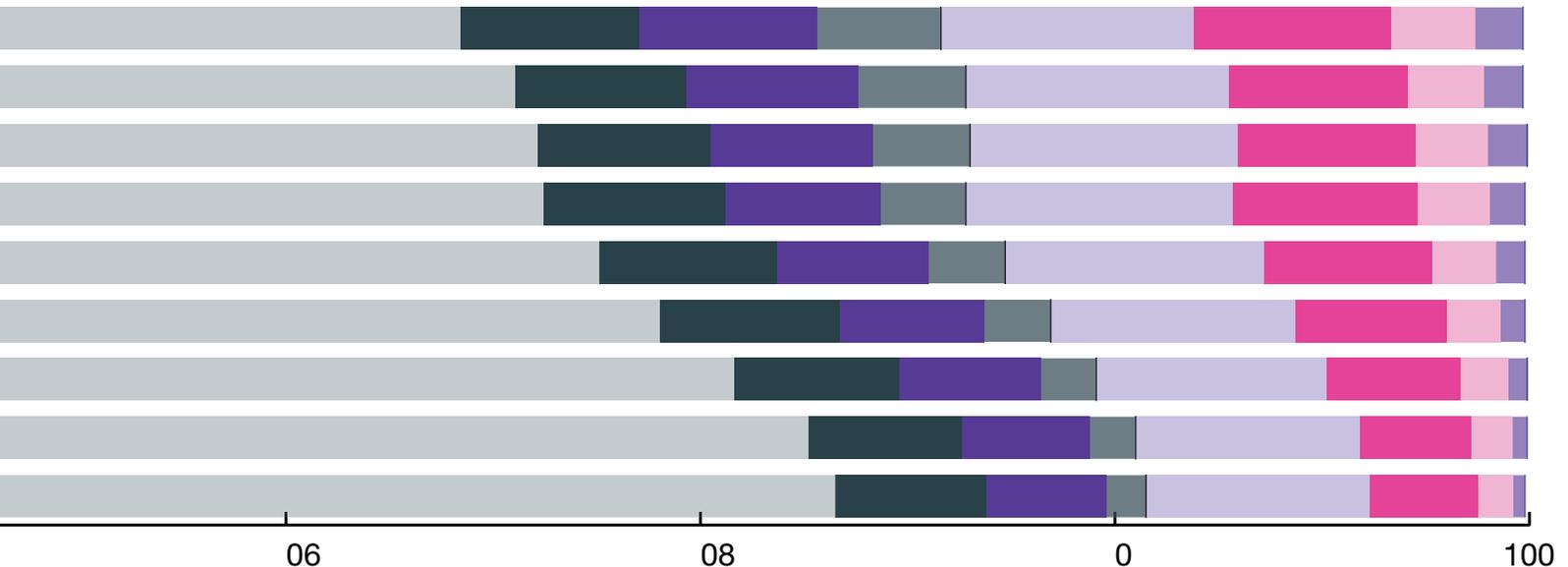
Each agency works to establish an annual diversity and EEO plan that forms the framework for inclusive workplace practices, and many have implemented innovative recruitment strategies. For example, the City’s Young Men’s Initiative collaborated with the Department of Education, the City University of New York, and Teach for America to launch NYC Men Teach in November 2015. This initiative set a goal of recruiting 1,000 Black, Hispanic, and Asian men to become teachers by 2017 by providing diversified supports including wrap-around services for current college students, a mentorship program, and job placement support.

Both the Fire Department of New York (FDNY) and the New York Police Department (NYPD) have dedicated resources toward increasing diversity at all levels—and are seeing immediate results. The most recent class of police academy graduates represents 36 different countries, and is 53 percent minority and 32 percent Hispanic, a historic high for the NYPD. In 2015, FDNY Commissioner Nigro established the Commissioner’s Committee on Diversity and Inclusion. In the lead up to the 2017 civil service test, FDNY has hired a women’s coordinator, a veteran’s coordinator, and a diversity advocate to attract diverse firefighter candidates and support them throughout the process.

For more information on agency recruitment efforts, see New York City’s EEO-4 reports at www.nyc.gov/dcas/

Initiative 2 Progress: Mayor de Blasio signed a personnel order providing paid parental leave to approximately 20,000 New York City employees.

The mayor’s executive and personnel orders are intended to advance the administration’s goal of retaining a diverse workforce. In addition, with the launch of Departure View, the DCAS Exit Survey for managers, we hope to utilize the information gleaned from these surveys to look at how the City can better retain talent.



DCAS is currently working on several other projects that will enhance the City's capacity to integrate workforce analytics into long-term workforce planning, including tools to help agencies identify critical roles and potential successors in the form of a Succession Planning Guide.

Finally, in an effort to address the retention needs of agencies and career development needs of public servants, especially public servants of color, MOA is designing a pilot mentoring program to build confidence and raise the visibility of high-performing public servants.

Initiative 3 Progress: 39 agencies piloting Managing Diversity Leadership Initiative

City agencies are implementing the practices of the Managing Diversity Leadership Initiative (MDLI) to broaden, develop, engage, and retain employees by tracking 15 diversity and inclusion best practices. Practices include establishing mentoring programs, personal commitments from agency heads, diversity and inclusion councils, and the identification of diverse high potential talent.

Before the beginning of the de Blasio administration, two City agencies were piloting MDLI. To date, 39 agencies are now participating. In the first and second quarters of fiscal year 2016, 29 agencies implemented 10 or more best practices, two agencies have all 15 best practices in place (Law and NYPD), and three agencies have implemented 14 best practices—the Department of Design and Construction (DDC), Department of Transportation (DOT), and the Department of Youth and Community Development (DYCD). Since 2014, the administration has also provided diversity and inclusion training to 17,501 municipal employees through either live classroom or computer-based formats.

Building off the EEO basic trainings Microtriggers and Everybody Matters, DCAS introduced a number of new trainings in fiscal year 2016 on topics including unconscious bias, LGBT, structured interviewing, and EEO complaint procedural guidelines. Since July 2015, a total of 849 employees have participated in classroom sessions; through mid-February 2016, 6,383 employees have completed computer-based training.

The Bureau of Learning and Development escalated its outreach and marketing campaigns for educational programs that comprise our Executive Development portfolio (i.e., the Leadership Institute, Management Academy, and Urban Fellows programs). The Leadership Institute received applications from over 30 agencies requesting to participate in this exceptional program. Due to the high volume of qualified candidates that have applied, the Bureau of Learning and Development anticipates conducting two Leadership Institute sessions in the spring and fall of 2016. The Urban Fellows program received applications from 144 colleges and universities, a 19 percent increase over the number of applications received over the last year.



Minority and Women-owned Business Enterprises

Goal: Increase total City awards to Minority and Women-owned Business Enterprises (M/WBEs) to \$16 billion over the next ten years

Introduction

Mayor Bill de Blasio has pledged to ensure that the City levels the playing field for Minority and Women-owned Business Enterprises (M/WBEs) to fairly compete for City contracts. M/WBEs are some of the strongest drivers of local economic growth because they tend to hire from within New York City’s diverse communities and keep money and investments flowing back into them. In fiscal year 2015, just one year into the City’s commitment of \$16 billion over 10 years, agencies awarded over \$1.6 billion to M/WBEs. The number of City-certified M/WBEs rose to 4,115 as of June 30, 2015—a record-breaking number that surpasses the previous program high of 3,783 certified M/WBEs in fiscal year 2014. The City is also changing agency practices to ensure that M/WBEs are receiving the full benefits of the program by increasing the number and size of awards to qualified firms.

DDC Commissioner Feniosky Peña-Mora accepting the Building Innovation Award, presented by the Women Construction Owners & Executives group, for the agency’s commitment to creating opportunities for Minority and Women-Owned Business Enterprises.



Initiative 1 Progress: City-certified M/WBEs reached a record high of 4,115

In addition to regular certification workshops, the Department of Small Business Services (SBS) introduced one-on-one certification application review sessions to help ensure that firms submit complete and quality application packages, reducing back-and-forth communication and delays and increasing the chances of obtaining certification.

SBS has now begun performing outreach to companies that self-identify as M/WBEs in the Payee Information Portal, encouraging them to seek certification and offer assistance, and also performing outreach to M/WBEs whose certification has lapsed to determine why they are not renewing.

SBS has also implemented a Fast Track certification process for federally-certified disadvantaged business enterprises (DBEs) that are not certified with the City. SBS is continuing to conduct targeted outreach to companies certified by entities that have reciprocity agreements with the City. In this way, the City can begin to expand opportunities to M/WBEs that have not yet certified with the City.

Another critically important aspect of this initiative is to increase the capacity of firms in the City's pipeline. The administration recently announced a total of \$20 million in access to capital: \$10 million for a bonding assistance fund and \$10 million for a predevelopment fund, which will aid with costs associated with bidding for development projects. These funds will be revolving funds, which means that their income and repayments are used to finance their continuing operations from year to year. The City anticipates that these funds will grow, and both will have the effect of increasing the number of firms with the capacity to bid on and win City contracts.

Initiative 2 Progress: City awarded over \$1.6 billion in contracts to Minority and Women-owned Business Enterprises in fiscal year 2015

In conjunction with the Mayor's Office of Contract Services (MOCS) and SBS, each agency is being held accountable for setting reasonable yet aggressive M/WBE participation goals. Each mayoral agency is required to participate in a Performance Improvement Plan meeting to discuss their M/WBE past performance and plans for increasing utilization now and into the future. Particular focus will be placed on each agency's long-term vision for improving their M/WBE programs, including an emphasis on community outreach plans and ethnic media participation. In addition, for the first time, commissioners are being asked to develop a long-term M/WBE strategic plan.

Agencies are already increasing their efforts to create more robust programming tailored toward increasing M/WBE participation. For example, agencies like the Department of Information Technology and Telecommunication (DoITT) and DDC have worked on breaking up large contracts into smaller award categories that would increase the competitiveness of diverse firms, including M/WBEs. The Department of Housing Preservation and Development has revamped their request for proposals (RFP) process to reduce the cost of submitting a proposal, with particular emphasis on increasing the competitiveness of smaller firms, many of them M/WBEs.

The Department of Environmental Protection identified that a significant portion of their contracting dollars are spent in a sector where few M/WBEs compete. In response, they are creating a mentorship program to build the capacity of M/WBE firms capable of doing this work.

Agencies are also dedicating more educational resources toward increasing the competitiveness of M/WBE firms. DDC has created a free business development program called Ready to Build NYC that will assist small and emerging business bid for and win public sector construction contracts. Courses are taught by industry professionals and DDC senior staff. Similarly, NYC EDC is announcing a new suite of programs, including Next Level Bronx, a collaboration with Citi Community Development, to provide a mini-MBA to M/WBEs, and Construct NYC, a mentorship program to connect M/WBE contractors to opportunities on EDC projects. These agencies' initiatives seek to provide underserved emerging, minority or women- owned professional service firms with increased opportunities to help grow their businesses and create jobs in New York City. They provide participants the opportunity to learn what it takes to bid on and win public sector contracts.

The City is also committed to transparency. At the end of the 2015 fiscal year, MOCS published the final 2015 fiscal year-end compliance report and the final year-end OneNYC M/WBE report for fiscal year 2015 on their website. MOCS has also delivered and published all quarterly compliance reports to City Council to date, as required by Local Law 1 of 2013. MOCS continues to work on developing metrics for accurate reporting of the City's M/WBE performance.

Initiative 3 Progress: Agreed to new construction Project Labor Agreement to promote M/WBE participation

On June 4, 2015, Mayor de Blasio announced a deal on a new \$8 billion Project Labor Agreement (PLA) with the building trades, which includes historic provisions designed to increase the ability of M/WBEs to work on City construction projects. By increasing the dollar threshold for PLA applicability on prime contracts from \$100,000 to \$250,000, the City will be able to support increased M/WBE utilization as prime contractors on a greater share of contracts. City-certified M/WBEs will continue to be allowed to utilize specific "bring-along" provisions for contracts under \$1 million, and to use up to half of their own workforce to perform trade work on PLA contracts—allowing more of M/WBE firm employees to work on these contracts.

Procurement Policy Board rules were also updated to allow price preferences for M/WBEs in best value awards. Additionally, the discretionary threshold for construction contracts was increased from \$20,000 to \$35,000, expanding opportunities for agencies to award contracts to M/WBEs.

The City continues to seek changes to state laws to give the City the same tools the state has in advancing M/WBE participation. Assembly Bill A8044 has passed Assembly vote and is pending introduction to the Senate. The City is currently working with M/WBE stakeholders to introduce and pursue passing a same-as bill in the State Senate.



Performance Tracking

Goal: Systematically track performance of equity outcomes to ensure OneNYC is making a positive and equitable impact on all New York City communities

Initiative 1 Progress: Published Social Indicator and Disparity Reports

The de Blasio Administration has put in place a number of new mechanisms to help ensure that policymakers across government consider the disparate needs and challenges faced by New York residents when determining priorities and formulating plans. The Mayor's Management Report, for example, now requires every agency to produce a Focus on Equity statement, and recent City reports, as pledged in OneNYC, have documented social conditions using disaggregated data to help identify population groups and neighborhoods that merit special attention. These new reports include the Social Indicators Report (SIR), which reviews key statistical measures as well as the policies intended to address inequalities; the Disparity Report, which highlights racial disparities among young people in key areas to guide further action; and the Department of Health and Mental Hygiene's new Community Profiles, which look beyond traditional indicators to include social determinants of health.

In 2016 the City will issue an Executive Order that memorializes these and other actions by the City to formally institutionalize a more extensive equity-focused analysis as part of agency planning and operation.

Indicators

Goal	Indicator	Previous Data	Latest Data	Target
VISION 1: GROWTH	Vision-level indicator			
	Population	8,491,079 (2014)	8,550,405 (2015)	9 million (2040)
	Median household income	\$52,250 (2013)	\$52,996 (2014)	Increase
	Gross City Product (GCP)¹	\$655 billion (2013)	\$678 billion (2014) 3.4% GCP growth compared to 2.4% GNP growth	Outperform national economy (percentage growth rate of gross national product) annually
	Total number of jobs	4.166 million (2015)	4.296 million (2016)	4.896 million (2040)
	Number of jobs accessible to the average New Yorker within 45 minutes by transit²	1.4 million (2011)	1.5 million (2015)	1.8 million (2040)
	Share of New Yorkers that can access at least 200,000 jobs within 45 minutes by transit²	83% (2011)	88% (2015)	90% (2040)
	Number of new and preserved affordable housing units financed under Housing New York (cumulative)	19,160 (2014)	21,044 (2015) 40,204 (cumulative)	120,000 (2014-2024)
Number of new affordable and market rate residential units (cumulative 10 year total, by permit)	22,901 (2014) 200,180 (2005-2014)	57,386 (2015) 80,287 (cumulative)	240,000 (2015-2024)	
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	4.166 million (2015)	4.296 million (2016)	4.896 million (2040)
	Share of (total private sector) jobs in innovation industries	14.6% (2013)	14.7% (2014)	20.0% (2040)
	Median household income	\$52,250 (2013)	\$52,996 (2014)	Increase
	Gross City Product (GCP)¹	\$655 billion (2013)	\$678 billion (2014) 3.4% GCP growth compared to 2.4% GNP growth	Outperform national economy (percentage growth rate of gross national product) annually

Key



Decline



Improvement



No significant change

Goal	Indicator	Previous Data	Latest Data	Target
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	61.0% (2015)	61.5% (2016)	Increase
	Number of individuals receiving industry-focused training each year	8,900 (2014)	10,800 (2015)	30,000 annually (2020)
	Number of NYC public school students attaining Associate's or Bachelor's degrees after 6 years³	None stated	19,061 (2014)	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)⁴	6,750 (2014)	7,179 (2015) 13,929 (cumulative)	80,000 (2014-2024)
	Number of affordable housing units preserved under Housing New York (cumulative)⁵	12,410 (2014)	13,865 (2015) 26,275 (cumulative)	120,000 (2014-2024)
	Number of new affordable and market rate residential units (cumulative 10 year total, by permit)	22,901 (2014) 200,180 (2005-2014)	57,386 (2015) 80,287 (cumulative)	240,000 (2015-2024)
All New Yorkers will have easy access to cultural resources and activities				
Culture	Number of public cultural programs and rates of participation in communities (by zip codes) with high rates of poverty⁶	None stated	No New Data This Year	Increase

VISION 1: GROWTH

Key



Decline



Improvement



No significant change

Goal	Indicator	Previous Data	Latest Data	Target
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)	No New Data This Year	753,468 (2040)
	NYC In-Season Commuter Cycling Index⁷	437 (2014)	No New Data This Year	844 (2020)
	Share of cargo volumes by rail	2.3% (2007)	No New Data This Year	Increase by 5% (2040)
	Share of cargo volumes by water	5% (2007)	No New Data This Year	Increase by 3% (2040)
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 internet⁸	78.1% (2013)	79.0% (2014)	100% (2025)
	Percentage of New Yorkers with access to free public WiFi within 1/8th of a mile from home	13.9% (2015)	16.1% (2016)	100% (2025)
	Percentage of commercial enterprises with fast internet access at 1 gbps (gigabits per second) or higher⁹	N/A	31% (2016)	100% (2025)

VISION 1: GROWTH

New and Noteworthy Changes

1. Data from Moody's Analytics is subject to methodological changes as well as revisions to underlying source data. These are the most updated figures for the end of calendar years 2013 and 2014.
2. New data for 2015 reflects improvements to methodology, including the use of: labor force data rather than overall population data; OpenTripPlanner API rather than the Google Matrix API; average commuting times with departures between 7AM and 9AM rather than an optimal travel time for 9AM arrivals; and Census Block centroids for starting and ending points of trips and for employment and labor force data rather than Zip Code centroids.
3. "After 6 years" was added to the indicator name in order to clarify its methodology.
4. Correction to number published last year, 6,191
5. Correction to number published last year, 11,185
6. Changed indicator name to reflect new data source. Data will be collected from DCLA's capacity-building grantees, which represent cultural organizations in four key neighborhoods; administrative data from agencies that permit publically accessible programs; and data from Cultural Development Fund (CDF) grantees. DCLA expects to utilize the cultural participation rate (participant households per 1,000 households) as defined by the Social Impact of the Arts Project.
7. DOT is revising the cycling indicator methodology and will publish new metrics in 2016.
8. Replaced indicator "Number of NYers with affordable, reliable, high-speed internet service at home" to better reflect the data being reported. The City is developing a methodology that measures the affordability, reliability, and speed of home internet service, and expects to report this data in the future under the original indicator name.
9. Replaced indicator "% of commercial enterprises with access to fast, affordable, reliable connection at 1 gbps (gigabits per second) or higher." The City is developing a methodology that measures the affordability and reliability of commercial internet service and expects to report this data in the future under the original indicator name.

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 initiatives¹	N/A (2013 base year)	-101,000 based on prior wage increases through 2015	800,000 people lifted out of poverty or near poverty by 2025
	Premature mortality rate²	191.09 deaths per 100,000 (2013)	186.00 deaths per 100,000 (2014)	143.32 deaths per 100,000 (25% decrease) (2040)
	Median household income	\$52,250 (2013)	\$52,996 (2014)	Increase
Every child in New York City will be nurtured, will be protected, and will thrive				
Early Childhood	Infant mortality rate²	4.6 infant deaths per 1,000 live births (2013)	4.2 infant deaths per 1,000 live births (2014)	3.7 infant deaths per 1,000 live births (20% decrease) (2040)
	Number of 4-year-olds enrolled in full day Pre-K	53,230 (2015)	68,647 (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	2.4 mean servings (2013)	2.3 mean servings (2014)	3.0 mean servings (25% increase) (2035)
	Percentage of adult New Yorkers that meet physical activity recommendations	67% (2013)	69% (2014)	80% (2035)
	Percentage of NYC public high school students who report meeting recommended levels of aerobic physical activity	18.7% (2013)	No New Data This Year	30% (2035)
	Rate of asthma emergency department visits by children³	232 per 10,000 (2012)	232 per 10,000 (2014)	174 per 10,000 (25% decrease) (2035)

VISION 2: EQUITY

Key



Decline



Improvement



No significant change

Goal	Indicator	Previous Data	Latest Data	Target
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	89% (2013)	90% (2014)	Increase
	Percentage of New Yorkers with serious psychological distress who received mental health treatment in the past year	44% (2013)	No New Data This Year	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	110,023 (2014)	103,872 (2015)	Decrease
	Average daily population (ADP) in jail	11,408 (2014)	10,240 (2015)	Decrease
	Percentage of domestic violence victims not linked to shelters⁴	48% (2014)	53% (2015)	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	255 (2014)	231 (2015)	0
	Number of serious injuries due to traffic collisions	3,766 (2014)	3,529 (2015)	0

VISION 2: EQUITY

New and Noteworthy Changes

1. Changed the data source from the total citywide number of people in poverty and near poverty, expressed as a subset of total population (3.7 million in 2013) to the number being moved out of poverty and near poverty as estimated by a wage simulation to the 2013 base year and a count of participants in certain poverty-reduction initiatives. The change reflects that the vision-level goal estimates the effect of wage changes and programs, and not the total number of people in poverty and near poverty in a growing city. This year presents the effect of the simulated wage change only. The poverty and near poverty rates for 2013 were 21.1% and 45.1%, respectively; for 2014, they were statistically unchanged at 20.7% and 45.2%, respectively. See The CEO Poverty Measure, 2005-2014, available at nyc.gov/ceo.
2. OneNYC set 2040 targets for reducing racial and ethnic disparities pertaining to these indicators. This data will be reported in the future.
3. Data published in 2015 OneNYC (299 per 10,000 visits) was incorrect, due to miscalculation in age range for the sample. The number has been corrected to 232 per 10,000 visits). The target has also been adjusted from 232 to 174 per 10,000 visits.
4. Changed indicator name from "turned away from" to "not linked to" shelter. All clients who are not linked to shelter are provided with safety planning and referrals for community based services and strongly encouraged to continue to call the Hotline since vacancy changes constantly. Factors attributable to the increase include fewer available vacancies for single callers and a waiver of the 180 day length of stay in DV shelter from September 2014 through 2015, which maintained the system at levels of 97-99% capacity for the majority of 2015.

Goal	Indicator	Previous Data	Latest Data	Target
Vision-level indicator	Greenhouse gas emissions reductions relative to 2005¹	13% (2013)	12% (2014)	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	3,193,800 tons (11.0% reduction) (2014)	3,176,900 tons (11.5% reduction) (2015)	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	0.25% (2014)	0.44% (2015)	Maintain < 1%
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 2005¹	13% (2013)	12% (2014)	80% reduction by 2050 relative to 2005
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	3,193,800 tons (11.0% reduction) (2005)	3,176,900 tons (11.5% reduction) (2015)	90% reduction by 2030 from 2005 baseline of 3,588,600 tons
	Curbside and containerized diversion rate	15.4% (2014)	16.0% (2015)	Increase
	Citywide diversion rate (including all streams of waste: residential, commercial, construction and demolition, and fill)	52% (2013)	No New Data This Year	Increase
New York City will have the best air quality among all large U.S. cities by 2030				
Air Quality	Air-quality ranking among major U.S. cities	4th (2011-2013)	4th (2012-2014)	1st (2030)
	Disparity in SO₂ across city neighborhoods²	4.10 ppb, range in winter average across CDs (2013)	3.20 ppb, range in winter average across CDs (2014)	2.25 ppb (2030)
	Disparity in PM_{2.5} levels across city neighborhoods	6.65 µg/m ³ range annual average across CDs (2013)	6.50 µg/m ³ range annual average across CDs (2014)	5.32 µg/m ³ (2030)

VISION 3: SUSTAINABILITY

Key



Decline



Improvement



No significant change

Goal	Indicator	Previous Data	Latest Data	Target	
VISION 3: SUSTAINABILITY	New York City will clean up 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	71 (2015)	236 (2016)	750 (2019)
	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 (2014)	0 violations of SDWA (2015)	No SDWA violations
		Backlog of catch basin repairs	0.25% (2014)	0.44% (2015)	Maintain < 1%
		Combined Sewer Overflow capture rate	78.0% (2014)	79.6% (2015)	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 park³	79.5%	81.0%	85% (2030)

New and Noteworthy Changes

1. This year New York City joined the Compact of Mayors, the world's largest coalition of city leaders addressing climate change, launched at the 2014 United Nations Climate Summit. Membership requires that our Greenhouse Gas Inventory be consistent with the Global Protocol for Community Scale GHG Emissions Inventory (GPC), an international standard used by over 400 cities around the world. This year the City updated all historic GHG Inventory data collected from 2005 to 2014 to be consistent with the GPC. Using this accounting standard, a comparison of 2014 emissions to the baseline (2005) shows a reduction of 12% while emissions from 2013 to 2014 show an increase of 1%, largely as a result of a colder winter. Note, the figure published last year, 19% for 2013, was calculated with the previous methodology. Using the GPC standard, the figure for 2013 is 13%.
2. The number published last year, 4.51ppb, was changed to 4.10ppb after refinements were made in the modeling method.
3. The Walk to a Park analysis has changed to include more accurate access points and more consistent walk to a park distances for small and large parks.

Goal	Indicator	Previous Data	Latest Data	Target
Vision-level indicators	Eliminate disaster-related long-term displacement of New Yorkers from homes by 2050	N/A	No New Data This Year	Eliminate (2050)
	Reduce the Social Vulnerability Index for neighborhoods across the city	4 (2010)	No New Data This Year	Reduce
	Reduce average annual economic losses resulting from climate related events	\$1.7B	No New Data This Year	Reduce
Every city neighborhood will be safer by strengthening community, social, and economic resiliency				
Neighborhoods	Capacity of accessible emergency shelters	10,000 (2014)	10,000 (2016)	120,000 (2018)
	Rate of volunteerism among New Yorkers	18% (2013)	18% (2014)	25% (2020)
The city's buildings will be upgraded against changing climate impacts				
Buildings	Percentage of households in the 100-year floodplain with flood insurance policies¹	55% (2013)	68% (2016)	Increase
	Square footage of buildings upgraded against flood risk²	N/A	264,000 (2016)	Increase
	Number of elevated homes in the Build-it-Back program (cumulative)³	31 (2015)	202 (2016)	1,975 (2016)
Infrastructure systems across the region will adapt to maintain continued services				
Infrastructure	Customer-hours of weather-related utility and transit service outages⁴	N/A	No New Data This Year	Decrease
	Percentage of hospital and long-term care beds benefitting from facility retrofits for resiliency	79% (2014)	84% (2016)	100% (2020)

VISION 4: RESILIENCY

Key



Decline



Improvement



No significant change

Goal	Indicator	Previous Data	Latest Data	Target	
New York City's coastal defenses will be strengthened against flooding and sea level rise					
VISION 4: RESILIENCY	Coastal Defense	Linear feet of coastal defenses completed	36,500 (2015)	84,100 (2016)	Increase
		Acres of coastal ecosystems restored	N/A	14.9 (2016)	Increase
		Number of residents benefiting from coastal defenses and restored ecosystems	200,000 (2015)	No New Data This Year	Increase

New and Noteworthy Changes

1. In 2013, The RAND Corporation conducted a study of flood insurance take-up for 1-4 family homeowners in NYC. Using the baseline estimate they established at 55 percent, we calculated take-up as of May 2015 at 68 percent for households in the 100-year floodplain. Given flood risk extends beyond the 100-year floodplain, going forward OneNYC will track the total number of NFIP policies city-wide. As of May 2015, that number was 39,338, up 56.6 percent from 25,129 in October 2012.
2. This number includes only city buildings and private homes made more resilient through Build it Back as of the end of 2015. More than 11 million square feet of city buildings are under construction to make them more resilient going forward.
3. The target is an estimate as of April 18, 2016 and includes 1,600 elevated and 375 rebuilt homes.
4. To determine how to report on reducing customer hours of weather-related outages, New York City is working with Con Edison to formulate a baseline timeframe and establish a methodology that incorporates resiliency improvements; customer hours of transit-related outages baseline and methodology in development.

Summary of Initiatives

The table below shows the funding status and funding source for each OneNYC initiative and supporting initiative. Specific funding details for newly funded initiatives are available in a separate table featured in the FY'16 Message of the Mayor, and are marked with an asterisk.

KEY FOR CHART

Funded*/Partially funded*	Funding detail available in FY '16 Message of the Mayor (visit nyc.gov/omb)
Funded	Funded in 2014
Partially funded	Some resources provided by City or other sources
Budget neutral	Initiative requires no new resources and/or funds were reallocated within agency budget
In planning	The City has begun planning or feasibility study for this initiative
Call for action	The City will work with other governmental or private entities to secure funding or enact legislative change

Vision 1: Our Growing, Thriving City



GOAL 1: INDUSTRY EXPANSION & CULTIVATION

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

Initiative 1: Maintain New York as the global capital for innovation by supporting high-growth, high-value industries (Source: OneNYC 2015)

1.1.1A. Maintain and grow New York City's traditional economic sectors.	EDC	In Progress/ Budget neutral	In November 2015, the City released the Industrial Action Plan. Several of the 10 announced initiatives have commenced, including an RFP for Futureworks NYC, EDC's advanced manufacturing initiative and the Industrial Developer Fund.	<ul style="list-style-type: none"> • Select consultants for Futureworks initiatives, including an operator for Advanced Manufacturing Center at the Brooklyn Army Terminal, and implement awards for Futureworks Growth Initiative • Launch all planning studies • Launch several workforce satellite centers 	<ul style="list-style-type: none"> • All Futureworks initiatives operational • Complete all planning studies • Launch all workforce centers
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, issued an RFP for an Urban Technology Growth Hub, providing "step-out space" for growth-stage cleantech and smart cities companies that have graduated from incubators. Partners were selected in Summer 2015, and are currently under contract. In November 2015, an RFP was released for the redevelopment of 124 E 14th St. site into a commercial innovation hub and retail space.	<ul style="list-style-type: none"> • Select developer for 124 E 14th Street site • Complete fit-out of both Urban Technology Growth Hubs • Recruit commercial anchor tenants • Launch operation of Growth Hub 	<ul style="list-style-type: none"> • Advance public review with the selected respondent • Fully occupy both locations

Initiative 2: Make triple bottom line investments in infrastructure and City-owned assets to capture economic, environmental, and social returns (Source: OneNYC 2015)

1.1.2A. Support a state-of-the-art food production and distribution industry.	EDC	In Progress/ Funded	In spring 2015, \$150M of City Capital was secured for 10-year investment in Hunts Point Food Distribution Center. In August 2015, a lease amendment was signed for the 100K SF Baldor Specialty Foods expansion, which will create 350 jobs over 8 years. The Produce Market rail infrastructure construction project is over 50% complete. Planning for projects at the New Fulton Fish Market and Hunts Point Cooperative (Meat) Market are underway, and the City is preparing for remediation work on a brownfield site to enable development for industrial food use. The City also worked with local stakeholders to identify resiliency priorities for a federally-funded pilot project.	<ul style="list-style-type: none"> • Commence brownfield remediation work to create a development site for industrial food use • Release solicitations for several new job-intensive, food-related tenants • Begin full construction on Produce Market rail infrastructure project • Commence resiliency feasibility studies, with potential pilot projects identified. 	<ul style="list-style-type: none"> • Assign tenants within a modern industrial food manufacturing and distribution space • Complete Produce Market rail infrastructure project • Identify resiliency pilot project, with conceptual design and environmental review (as needed) underway
1.1.2B. Activate the City's industrial assets to support the creation of quality jobs.	EDC	In Progress/ Funded	In June 2015, the City and EDC executed a 39-year Master Lease for 72 acres of South Brooklyn Marine Terminal (SBMT). The Sunset Park Task Force was established to streamline coordination between the City and Sunset Park community stakeholders, and in late November 2015 a public, competitive RFP for SBMT was released. In early 2016, the Brooklyn Army Terminal's (BAT) Annex building renovation was completed, opening 55,000 SF of space for light industrial and commercial companies. The Futureworks NYC RFP was issued in February 2016 to bring a 24,000 – 40,000 SF Advanced Manufacturing Center to BAT, and responses are currently under review.	<ul style="list-style-type: none"> • Negotiate one or more subleases for SBMT premises based on RFP responses • Begin project to rehabilitate bulkhead of south berth at SBMT 39th St pier • Open Industrial WorkForce1 Center at Brooklyn Army Terminal 	<ul style="list-style-type: none"> • One or more subtenants begin occupancy of premises; and long-term site activation begins • Completed BAT Phase V renovations with leasing underway, bringing 500,000 SF of space to market

INDUSTRY EXPANSION & CULTIVATION

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
INDUSTRY EXPANSION & CULTIVATION	Initiative 3: Foster an environment in which small businesses can succeed (Source: OneNYC 2015)					
	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 First plan (SB1) has improved access to business services by opening the NYC Small Business Support Center in Queens to provide regulatory and support services from DCA, DOHMH, and SBS, and by hiring a team of new Client Managers to provide one-on-one assistance to business owners navigating the regulatory process. To save business owners time and money, SB1 worked with regulatory agencies to ensure that over 600 new violation codes can be resolved online, by phone, or by mail, and held nearly 100 educational events across all five boroughs. SB1 also worked to simplify regulatory processes through the creation of the first in a series of business toolkits and launching two new digital tools to help businesses avoid common violations and find a regulation.	<ul style="list-style-type: none"> Streamline DOB process for Determinations, streamline and standardize DOB Letters of No Objection, and standardize DOB Plan Objections Complete DEP, DOHMH, DOT, OATH, and TLC plain language guides and translate all into the top six non-English languages used in the city Complete additional industry toolkits and three new standalone guides explaining complex interagency processes Create one-stop hearing centers in all five boroughs for business regulatory issues 	<ul style="list-style-type: none"> Complete online business portal Train community groups to provide support to local businesses on regulatory issues.



GOAL 2: WORKFORCE DEVELOPMENT

New York City will have a workforce equipped with the skills needed to participate in the 21st century economy

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
WORKFORCE DEVELOPMENT	Initiative 1: Train New Yorkers in high-growth industries, creating an inclusive workforce across the city (Source: OneNYC 2015)					
	1.2.1A. Establish and expand Industry Partnerships.	WKDEV	In Progress/ Funded	The City established three new Industry Partnerships in early 2016 with the industrial / manufacturing, foodservice, and construction industries. The City also worked with The New York Alliance for Careers in Healthcare and the Tech Talent Pipeline to re-align curricula and develop new in-demand training programs, being rolled out by SBS and CUNY.	<ul style="list-style-type: none"> Establish a Retail Industry Partnership Expand number of training programs developed/ redesigned with industry input for New York Alliance for Careers in Healthcare and Tech Talent Pipeline 	<ul style="list-style-type: none"> Expand and launch new trainings for Industry Partnerships
	1.2.1B. Use Common Metrics for workforce programs.	WKDEV	In Progress/ Funded	The City finalized common metrics in coordination with DYCD, HRA, and SBS. The Mayor's Office continues to engage those agencies to develop data sharing agreements and use case specifications in preparation for an initial request for program data.	<ul style="list-style-type: none"> Pilot compilation of client data from Career Pathways programs into an integrated data system and release draft cross-agency dashboard of Common Metrics 	<ul style="list-style-type: none"> 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	The City, in partnership with CUNY, launched the Building Bridges Professional development course in summer 2015, attended by 120 staff from 60 community-based organizations. The City also launched the NYC Bridge Bank, an online resource of contextualized bridge curricula, program design manuals, and teachers' guides as well as a redesigned Young Adult Literacy Program (YALP) at 9 of the 17 YALP program sites.	<ul style="list-style-type: none"> Transition existing programs to incorporate bridge elements Develop program review system for bridge assessment Conduct an evaluation of YALP 	<ul style="list-style-type: none"> Launch bridge programs

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
WORKFORCE DEVELOPMENT	1.2.1D. Ease path to employment for formerly incarcerated people.	CCHR	In Progress/ Budget neutral	On June 29, 2015, Mayor de Blasio signed Intro. 318-A, the Fair Chance Act, which strengthens provisions of the New York City Human Rights Law prohibiting employment discrimination based on an individual's record of arrest or criminal conviction. Since November 2015, the Commission has publicized the new law via a wide ranging multilingual ad campaign reaching thousands of businesses, and business associations citywide. In March 2016, the Commission published a Notice of Rulemaking for implementing its legal guidance as Commission rules. In October 2015, Commission launched workshops and trainings for community-based organizations, sister agencies, and business groups to educate different communities on the law; these workshops are on-going.	<ul style="list-style-type: none"> Commence the Rulemaking process; Provide opportunity for Public Comment; Publish Rules 	<ul style="list-style-type: none"> Continue to hold workshops and events on Fair Chance Act 	
	Initiative 2: Leverage OneNYC investments to train and employ New Yorkers of all skill levels (Source: OneNYC 2015)						
	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 launched HireNYC in October 2015 to help New Yorkers access jobs resulting from the City's purchases and investments. The program expands current targeted hiring programs and creates new guidelines to require employers receiving City contracts, working on development projects receiving City subsidies, or meeting job projection targets to work with the City's public workforce system.	<ul style="list-style-type: none"> Implement employer-friendly portal to make it easy for businesses with HireNYC obligations to engage with the workforce system Engage HPD to leverage jobs made available through construction of affordable housing 	<ul style="list-style-type: none"> Implement tracking of employer engagement across key metrics and jobs leveraged through HireNYC 	
	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	The City established an ongoing Industry Partnership with the construction industry to inform workforce development programs in early 2016. On top of this, ninety-three New Yorkers affected by Hurricane Sandy were connected to construction pre-Apprenticeship programs, and more than 100 New Yorkers were trained in construction-related occupations such as carpenters and cable installers.	<ul style="list-style-type: none"> Develop working partnerships with stakeholders in the construction industry Assess full picture of needs and opportunities and identify pilot programs, in coordination with industry partners 	<ul style="list-style-type: none"> Maintain on-going partnerships with construction industry Expand and launch new trainings designed in coordination with industry partners 	
1.2.2C. Support the creation of, and training for, green jobs.	DEP, Mayor's Office of Sustainability	In Progress/ Funded	In July 2015, The City centralized the maintenance of green infrastructure at the Department of Environmental Protection (DEP) with a key goal of the reorganization being job training and development. 12 staff have been hired so far.	<ul style="list-style-type: none"> Hire an additional 35 staff 	<ul style="list-style-type: none"> Hire an additional 70 staff 		

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
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)						
WORKFORCE DEVELOPMENT	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, through the Department of Education (DOE) launched the Computer Science for All program. DOE has completed the hiring of program management and is currently recruiting new schools for both the Software Engineering Program and the AP Computer Science Principles course. To assess these changes, the DOE also developed tools to capture data on current computer science education offerings in NYC public schools.	<ul style="list-style-type: none"> Train 2nd cohort of teachers enrolled in the Software Engineering Program and the Advanced Placement Computer Science Principles course Hire DOE field-based staff to help support implementation in schools Launch the spring and summer STEM Institutes with a separate Computer Science track Continue to collect data on DOE computer science education programs 	<ul style="list-style-type: none"> Continue providing professional development and coaching to cohort 2 in the Software Engineering Program Continue providing professional development and coaching to cohort 2 in the AP Computer Science Principles course
	1.2.3B. Strengthen and expand Career and Technical Education programs.	DOE	In Progress/ In planning	The City convened a cross-agency Career and Technical Education (CTE) advisory group tasked with the creation of an ambitious strategic plan that will strengthen and add to the City's CTE programs. In 2016, the City also held its first ever CTE recruitment fair for middle school parents and students, started the development of training for schools on integrating high-quality CTE instruction in to the academic core (e.g., Math, English, etc.), developed a system that allows schools to automatically track CTE students' internships, and formed two new industry engagement commissions: pre-engineering, robotics, and architecture as well as business, finance, and entrepreneurship.	<ul style="list-style-type: none"> Launch new trainings and supports Announce and begin implementing strategic plan 	<ul style="list-style-type: none"> Implement strategic plan
	1.2.3C. Expand Transition Coordination Centers to every borough by 2020 to improve post-secondary outcomes for students with disabilities.	DOE	In Progress/ Partial funding	The City successfully requested and received funding for the buildout of the TCAC, which led to creating job postings essential for this project.	<ul style="list-style-type: none"> The first Transition and College Access Center will be fully staffed and employees will be reporting to an identified fully accessible location 	<ul style="list-style-type: none"> Open second Transition and College Access Center
	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, through the Department of Education (DOE), developed an implementation plan for bilingual education programs and secured \$1 million toward the program's completion. The new bilingual programs will include professional development, dual language consultants, parent workshops, and adequate resources to ensure the successful development and implementation of this initiative. The City also expanded professional development opportunities for foreign language teachers.	<ul style="list-style-type: none"> Launch up to 45 new dual language programs Developing action plan with Superintendents to address the need to expand and strategically identify schools that can serve as hubs for bilingual programs 	

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 4: Increase postsecondary attainment (Source: OneNYC 2015)					
1.2.4 Increase post-secondary attainment by promoting high-school graduation, college matriculation and degree completion.	DOE CUNY	In Progress/ Funded	DOE, through a partnership with Options Institute, trained over 1,311 school staff in a six-day intensive college access training institute, representing 76% of the over 500 high schools serving NYC students. Additionally, 54% of all HS have met the goal of 1 trained staff member for every 35 graduating seniors. ASAP enrollment in fall 2015 was 6,331 students and an additional 1,700 new students enrolled in spring 2016, totaling 8,000 unique students served in academic year 2015-2016.	<ul style="list-style-type: none"> Ensure 100% of all high schools have at least one staff person trained in college access Enrollment targets Academic Year 2016-2017: 15,000 students (10,000 new) 	<ul style="list-style-type: none"> Ensure at least 70% of high schools have a 1:35 ratio of trained staff to high school seniors Enrollment target Academic Year 2017-2018: 21,000 students (10,500 new)

 GOAL 3: HOUSING New Yorkers will have access to affordable, high-quality housing coupled with robust infrastructure and neighborhood services						
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)						
HOUSING	1.3.1A. Maximize the use of City-owned land for new housing.	EDC HPD	In Progress/ Funded	Since April 2015, the City, through HPD in collaboration with NYCHA and EDC, has released six RFPs to develop city-owned sites. Two projects are currently in contract. HPD issued RFQs for small-site new construction under the New Infill Homeownership Opportunities Program (NIHOP).	<ul style="list-style-type: none"> Review RFP submissions and announce selected development teams, as well as release RFPs for development 	<ul style="list-style-type: none"> 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.	DCP HPD	In Progress/ Funded	The City established the Office of Neighborhood Strategies at HPD, which works to ensure that HPD's investments leverage broader community objectives. The Office published findings from the new "Neighborhood Planning Playbook," which detail how the City will engage communities in the early stages of the planning process. The City kicked off the interagency PLACES initiative under the Housing Plan, a collaborative approach to planning for diverse, livable neighborhoods. Since the issuance of OneNYC, planning studies were conducted and are in various stages for seven neighborhoods.	<ul style="list-style-type: none"> Continue to utilize the Neighborhood Planning Playbook in its community visioning workshops as part of current and future neighborhood studies 	<ul style="list-style-type: none"> Continue to utilize the Neighborhood Planning Playbook in its community visioning workshops as part of current and future neighborhood studies
	1.3.1C. Establish a Mandatory Inclusionary Housing program to promote economic diversity and affordable housing development.	DCP	Completed/ Budget neutral	The Mandatory Inclusionary Housing zoning text amendment was adopted by City Council in March 2016. It is the most rigorous inclusionary housing program of any large city in the country.		
	1.3.1D. Expand opportunities for minority- and women- owned enterprises and expand the pool of developers building affordable housing.	HPD	In Progress/ Budget neutral	The City, through HPD, launched the second iteration of capacity building course aimed at sharing best practices with M/WBE developers, which included participation from non-profit organizations. HPD issued a RFP for five to six development projects, for which only pre-qualified M/WBE developers are able to respond.	<ul style="list-style-type: none"> Select awardees for M/WBE RFP 	<ul style="list-style-type: none"> Work with MWBE awardees on project feasibility and development

HOUSING	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
	1.3.1E. Support and expand efforts to preserve affordable units through neighborhood planning and outreach.	HPD	In Progress/ Budget neutral	The City, through HPD, released RFPs for the Neighborhood Preservation Consultants program, where HPD will contract with local Community Based Organizations (CBOs), who will work with the City to recommend, develop, and implement remedial strategies for distressed buildings.	<ul style="list-style-type: none"> Finalize contracts with selected CBOs 	<ul style="list-style-type: none"> Continue to work with CBOs to develop and implement remediation plans for selected buildings
	1.3.1F. Foster large-scale development at potential major site assemblages.	EDC	In Progress/ In planning	Planning for large-scale development at select sites, including Sunnyside Yards, Hunter's Point South, and the New Stapleton Waterfront, are in various stages of study and completion. The Sunnyside Yards study kicked off in Summer 2015, completing the review of existing conditions and now analyzing factors impacting feasibility. At Hunter's Point South, the first two mixed-use buildings were completed. At the New Stapleton Waterfront, the City released an RFP for the design of Phase II and III open space work, and selected a designer who has commenced design.	<ul style="list-style-type: none"> Complete the feasibility study of Sunnyside Yards and begin master planning (if feasible) 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 Complete connector streets at the New Stapleton Waterfront, with Phase 1 occupancy and opening of public open space 	<ul style="list-style-type: none"> If project is deemed feasible, complete master plan and prepare for zoning changes. Begin construction on third parcel (expected), with construction of phase 2 infrastructure ongoing. 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)						
1.3.2A. Collaborate with regional municipalities and housing agencies on shared priorities.	DCP	In Progress/ Funded	Mayor's Office convened an agency listening session with 26 agencies to understand their regional concerns, how concerns are presently being addressed, and how a new DCP Regional Planning Division might support regional challenges. The City has allocated additional resources to DCP to establish a Regional Planning Division. Hiring process for the Regional Planning Director is underway.	<ul style="list-style-type: none"> Hire Regional Planning Division Director and establish DCP Regional Planning Division priorities and work program 	<ul style="list-style-type: none"> Devise strategy for increased interagency coordination and coordination with other regional planning entities in neighboring counties and states 	

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
Initiative 3: Expand housing and related services to support the city's most vulnerable populations (Source: OneNYC 2015)						
HOUSING	1.3.3A. Strengthen community-based homelessness prevention systems.	DHS/ HRA	In Progress/ Funded	To increase its reach to other communities, the City and HRA's Homebase program expanded from 14 sites in FY14 to a total of 23 sites in FY15 with additional funding of \$17.7 million for a total budget of \$40 million. In FY15, 20,592 households were enrolled into the Homebase program. The budget for HRA's anti-eviction and anti-harassment legal services will increase to over \$60 million at full implementation, from the FY16 budget of \$39.5 million. Through October 2015, the City's HRA-operated Neighborhood Homelessness Prevention Outreach (NHPO) program contacted 563 clients in high-risk neighborhoods who met the profile of high likelihood of applying to family shelter. The City, through HRA, implemented a targeted expansion of emergency rent arrears payments to prevent eviction beginning in July 2014. Between FY14 and FY15 expenditures on rent arrears increased by \$59 million from \$121 million to \$180 million, serving 52,700 households, a 27% increase from the prior year. HRA and DHS implemented 9 new targeted rental assistance programs (LINC 1-6, City FEPS, SEPS and TBRA/HOME) to ameliorate and prevent homelessness. From July 2014 through February 2016, these 9 HRA/DHS programs, in addition to the 3 ongoing DHS shelter exit strategies programs (NYCHA, Section 8 and Supportive Housing) provided rental assistance to 10,242 households, comprising 30,129 individuals.	<ul style="list-style-type: none"> The target for FY16 is 22,047 Expand the number of Job Centers that offer immediate access to anti-eviction rental arrears assistance 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 	<ul style="list-style-type: none"> Maintain enrollments at least at the FY16 baseline level of 22,047
	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 the 2015 State of the City the Mayor committed to the federal Mayor's Challenge to end veteran homelessness. This initiative was spearheaded by DHS and MOVA and in November of 2015 HRA joined the effort to provide operational oversight and accountability. NYC was certified by the federal government as ending chronic veteran homelessness at the end of calendar year 2015. DHS also worked closely with the New York City Council on the Continuum of Care Veterans Sub Committee to leverage VA housing supports (HUD VASH, SSVF Funding). Since January 2014, 2,317 veterans have moved into permanent housing. The City, through MOVA, in partnership with Enterprise Community Partners and the Mayors Fund, was awarded a \$250,000 grant from Deutsche Bank to support the ending veteran homelessness initiative. This funding will help provide direct services including aftercare for previously homeless veterans and develop the Coordinated Assessment & Placement System (CAPS) needed to maintain functional zero.	<ul style="list-style-type: none"> The Rapid Rehousing program will divert more than 60 veterans into permanent housing shortly after their presentation at the 30th Street intake center 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 The City, through DHS and HRA, will continue to prioritize services, rental assistance, and permanent placements to veterans upon entry into the shelter system The City will also develop an aftercare program to insure that housed veterans continue to have the services they need 	<ul style="list-style-type: none"> Continued prioritization of permanent housing and support services for veterans

HOUSING	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
	1.3.3C. Develop affordable housing appropriate to community needs, including housing for families, supportive housing, and senior housing.	HPD	In Progress/ Funded	The City created or preserved at least 1,000 units for the homeless, and closed the first "HomeStretch" deal, an innovative model combining emergency shelter and permanent housing for formerly homeless households. The City introduced new term sheets across HPD programs that require or encourage homeless set asides. A plan to create 15,000 units of supportive housing over a 15-year period was announced. In meeting that goal, the City has initiated a Supportive Housing Task Force, a small group of experts in this field, who will help guide the project.	<ul style="list-style-type: none"> Supportive Housing Task Force to draft recommendations and create a plan to create 15,000 units of supportive housing over 15 years 	
	1.3.3D. Expand rental assistance and aftercare to support individuals transitioning from shelters to permanent housing.	DHS/ HRA	In Progress/ Funded	The City has increased the number of shelter exit strategies and rental assistance programs from three to twelve, expanding the rental assistance available for individuals and families. From July 2014 through February 2016, rental assistance has been provided to 10,242 households or 30,129 individuals through the 12 programs. The Homebase program has also provided a total of \$12.7 million in financial assistance to help families and individuals remain in their communities as part of aftercare. For LINC II, Critical Time Intervention (CTI) is used as aftercare. Contracts have been let to four nonprofit vendors totaling \$17 million. To date, there have been a total of 1,639 referrals to CTI providers and an active caseload of 985 families. LINC III clients are all referred to an HRA non-residential domestic violence provider. These providers offer a range of services in their aftercare model.	<ul style="list-style-type: none"> 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 	
	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	The City's HOME TBRA program was designed to provide housing options for families and street homeless individuals who have social security benefits, often due to disabilities. Over 2,000 households have applied with the first placement in January 2016.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	At the end of 2015, Mayor de Blasio committed to providing 15,000 units of supportive housing over the next 10 years to provide a cost-effective solution to delivering stability and permanently house New Yorkers struggling with mental illness, homelessness, and substance abuse. These units will provide supportive services including both mental and physical healthcare access and other supportive services to reduce reliance on homeless shelters, hospitals, mental health institutions, and incarceration.	<ul style="list-style-type: none"> 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) 	

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Create capacity for new housing (Source: PlaNYC 2011)					
Continue transit-oriented rezoning	HPD, DCP, DCAS, NYCHA	Completed	As part of the Administration's 2014 Housing New York program, a new target of 80,000 new affordable housing units was set as part of a broader program and supersedes the One NY's 50,000 new unit target. This new aggregate target will be achieved from a variety of sources laid out in detail in Housing New York, and includes public subsidy, private development and zoning approaches such as MIH and ZQA		
Explore additional areas for new development	HPD, DCP, DCAS, NYCHA	In Progress	HPD has released RFP for public and infill sites in collaboration with NYCHA and EDC detailed above		
Enable new and expanded housing models to serve evolving population needs	HPD, DCP, DCAS, NYCHA	Completed			
Finance and facilitate new housing (Source: PlaNYC 2011)					
Develop new neighborhoods on underutilized sites	HPD, NYCHA	In Progress	HPD has and continues to finance several multi-phased projects on large development sites across the City. Hunters Point South: Parcel A and B are completed delivering over 900 units of affordable housing. The City has now acquired 100% of the property for Willets Point Phase I and has committed \$20 million in order to facilitate redevelopment. Phase 1 of Arverne by the Sea has started construction.	<ul style="list-style-type: none"> Begin demolition work for Willets Point site 	<ul style="list-style-type: none"> Completion of Arverne by the Sea Phase 1
Create new units in existing neighborhoods	HPD, NYCHA	Completed			
Develop new housing units in existing City properties	HPD, NYCHA	Completed			
Encourage sustainable neighborhoods (Source: PlaNYC 2011)					
Foster the creation of Greener, Greater Communities	HPD, DCP, NYCHA, EDC	Completed			
Increase the sustainability of City-financed and public housing	HPD, DCP, NYCHA, EDC	In Progress	HPD launched Green Housing Preservation Program in May of 2015 and initiated neighborhoods preservation helpdesk for small building owners. The Green Physical Needs Assessment is a another tool to finance incremental energy efficiency and water conservation measures. GPNA was created February 2015 and the first list of providers qualified in April 2015. Refer to 3.1.4 for more details	<ul style="list-style-type: none"> Close first GHHP projects 	<ul style="list-style-type: none"> Implement the GPNA in FY2016 deals

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
HOUSING	Promote walkable destinations for retail and other services	HPD, DCP, NYCHA, EDC	Not Started			
	Preserve and upgrade existing affordable housing	HPD, DCP, NYCHA, EDC	In Progress	Combine with 'Increase the sustainability of City-Financed and public housing		
	Proactively protect the quality of neighborhoods and housing	HPD, DCP, NYCHA, EDC	Completed			



GOAL 4: THRIVING NEIGHBORHOODS

New York City's neighborhoods will continue to thrive and be well-served

Initiative 1: Support creation of vibrant neighborhoods by alleviating barriers to mixed-use development and utilizing available financing tools (Source: OneNYC 2015)

THRIVING NEIGHBORHOODS	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	In Progress/ Funded	In March 2016, the City Council adopted legislation, Zoning for Quality and Affordability, enabling ground-floor design that better accommodates retail and community facilities. The legislation is complemented by new guidelines for ground-floor design in affordable housing, produced by HPD in partnership with the Design Trust for Public Space. The City is also leading the creation of a plan for the North Brooklyn Industrial Business Zone (IBZ) and adjoining areas as part of the City's Industrial Action Plan. The study area is 900 acres, home to 1,200 businesses supporting 19,000 jobs, of which 75% are industrial.	<ul style="list-style-type: none"> Complete from the North Brooklyn IBZ study and release findings 	<ul style="list-style-type: none"> 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.	SBS EDC	In Progress/ Funded	In July 2015, EDC launched the Accelerated Sales Tax Exemption Program ("A-STEP"). FY 2016 pilot, A-STEP benefits are capped at \$2 million, and three companies have been approved for A-STEP benefits. The City is also assessing opportunities for investment in 6-8 priority neighborhoods through partnerships between SBS and community based organizations (CBOs), and the SBS-designed Commercial District Needs Assessment (CDNA). The City, through SBS, has identified ten CBO partners as part of the Neighborhood 360 Fellows Program, which will begin its recruitment and selection process.	<ul style="list-style-type: none"> Provide A-STEP benefits to small businesses citywide Release CDNA Neighborhood Profile Reports on Affordable Housing Plan neighborhoods and provide funding and resources to local CBOs for implementation of Commercial Revitalization projects Launch Neighborhood 360 Fellows program, with first rounds of 10 fellows to begin at CBOs in Summer 2016 	<ul style="list-style-type: none"> Assess A-STEP program and consider renewal of tax exemption Deliver Commercial Revitalization service/program to local commercial corridors, through partnerships with CBOs Select and place second round of Neighborhood 360 Fellows

Initiative 2: Make strategic investments for livable neighborhoods (Source: OneNYC 2015)

	1.4.2. Align infrastructure investments and services in neighborhoods slated for growth.	DCP	In Progress/ Budget neutral	The City committed \$1 billion to the Neighborhood Development Fund in its FY16-FY25 capital budgets. The first NDF Oversight Committee was held in July 2015, and the City is in the process of allocating the first tranche of NDF funds to community investments in East New York. The Neighborhood Development Fund Oversight Board reviewing capital planning strategies for additional neighborhood planning studies in progress under the Housing Plan.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Additional review of 10YCS processes, and subsequent recommendations for future neighborhoods included in the PLACES initiative
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GOAL 5: CULTURE

All New Yorkers will have easy access to cultural resources and activities

Initiative 1: Ensure well-used, high-quality cultural facilities and programming in all neighborhoods (Source: OneNYC 2015)

CULTURE	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 since begun partnering with cultural organizations in four communities (the South Bronx, Central Brooklyn, Jamaica and Inwood) with a possible fifth joining by Summer 2016.	<ul style="list-style-type: none"> Receive and review first year progress reports from each grantee 	<ul style="list-style-type: none"> 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 City, through the NYC Department of Cultural Affairs, has launched four new partnerships that will allow NYC residents served by the NYC Housing Authority (NYCHA), the Mayor's Office of Immigrant Affairs (MOIA), the Mayor's Office of Veterans' Affairs (MOVA) and the NYC Administration for Children's Services (ACS) to participate in NYC's cultural life as an element of each agency's enhanced services. The projects have secured over \$250,000 in support.	<ul style="list-style-type: none"> Complete partnership with MOVA and partnership for artist-in-residence program with ACS 	<ul style="list-style-type: none"> 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 City, through the NYC Department of Cultural Affairs, has launched a single webpage that features links to all the permitting information necessary for cultural programming and is developing workshops on securing permits for cultural programming in public space with a focus on low income communities.	<ul style="list-style-type: none"> Develop and offer workshops for arts organizations on the process of securing permits to present cultural programming in public space Present recommendations on permitting improvements 	<ul style="list-style-type: none"> Assess recommendations and work to ease the permitting process
	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.		



GOAL 6: 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

Initiative 1: Support full funding of the MTA capital plan (Source: OneNYC 2015)

TRANSPORTATION	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 Intergovernmental Affairs (IGA)	In Progress/ Funded	In October 2015, the City made a historic \$2.5 billion commitment--the City's largest ever contribution--to the MTA's 2015-2019 capital plan. In addition, the State pledged \$8.3 billion in support of the MTA capital program. With these contributions, the MTA's \$26.6 billion plan is fully funded.	<ul style="list-style-type: none"> Continue to support the MTA's 2015-2019 capital plan 	<ul style="list-style-type: none"> Continue to support the MTA's 2015-2019 capital plan
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Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 2: Improve existing transit services (Source: OneNYC 2015)					
1.6.2A. Relieve congestion on major subway corridors.	DOT	In Progress/ Funded	The MTA capital plan includes several projects to reduce congestion on existing subway line. The plan funds Communication-Based Train Control to improve safety and allow for increased service frequency on three subway routes. The capital plan also includes over \$1 billion to begin design and construction work for Second Avenue Subway Phase 2, which will extend the line from 96th Street to its northern terminus at 125th Street.	<ul style="list-style-type: none"> Continue to engage with the MTA on vital transit service improvement projects 	<ul style="list-style-type: none"> 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 M86 in Manhattan in June 2015 and on the Q44 in Queens and the Bronx in November 2015. The City and the MTA are currently working on plans for seven additional SBS routes. In September 2015, the State approved expansion of the bus lane camera program to 11 additional routes, bringing the total to 16. Cameras have been installed on 125th Street and on the Q44 SBS routes. The City has secured funding to install 350 bus count-down clocks citywide, and has installed 43 to date.	<ul style="list-style-type: none"> Launch SBS on the following routes: <ul style="list-style-type: none"> - Bx6 (161st Street) - M23 (23rd Street) - B46 (Utica Avenue) - Q70 (LaGuardia via BQE) 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 	<ul style="list-style-type: none"> Launch SBS on the following routes: <ul style="list-style-type: none"> - Q52/53 (Woodhaven Boulevard) - B82 (Kings Highway/ Flatlands Avenue) 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/ Partial funding	The Metro North Penn Station access project, which includes four new commuter rail stations in under-served Bronx communities, was included in the MTA's 2015-2019 capital plan. In addition, as part of the capital plan funding agreement between the City and State, the MTA will examine options for reducing commuter rail fares for intracity trips and conversion options for the Atlantic Branch once East Side Access is operational in 2022.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Work with the MTA to complete study of commuter rail fare policy prior to scheduled 2017 fare and toll increases Work with the MTA to complete study of Atlantic Branch conversion prior to preparation of draft 2020-2024 MTA capital plan
Initiative 3: Plan for major expansions of the transit network (Source: OneNYC 2015)					
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	The City continues to work with its state, federal and regional partners, including the MTA, the Port Authority of New York and New Jersey, NJ Transit, Amtrak, and the Empire State Development Corporation to advance the Gateway project. The City supports the funding agreement reached by US Department of Transportation, New York, and New Jersey and the creation of the Gateway Development Corporation to lead the project. The City also continues to provide input to the Port Authority's on-going effort to design a replacement to the aging Port Authority Bus Terminal.	<ul style="list-style-type: none"> Continue to engage with government partners on regional transit projects 	<ul style="list-style-type: none"> Continue to engage with government partners on regional transit projects

TRANSPORTATION	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
	1.6.3B. Study new subway routes in underserved communities and other improvements to the subway network.	DOT	In Progress/ Funded	As part of the MTA capital funding agreement between the City and State, the MTA allocated \$45 million to construct a connector between the Junius Street 3 train station and the Livonia Avenue L train station. An additional \$255 million was made available for station access improvements at up to ten priority stations identified by the City. The MTA also allocated \$5 million for a joint MTA-City study of a potential extension of the 4 train down Utica Avenue in Brooklyn. The City has created a joint working group with the MTA to advance these projects.	<ul style="list-style-type: none"> Initiate the Utica Avenue subway extension study and identify station improvements to advance to design 	<ul style="list-style-type: none"> 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	In March 2016, Mayor de Blasio announced Hornblower as the selected operator for Citywide Ferry Service. The City, through NYCEDC has conducted outreach with all local elected officials and community boards that contain ferry landings. Environmental review is ongoing and ferry landing barge construction is currently underway at a facility on Staten Island.	<ul style="list-style-type: none"> Complete Environmental Impact Statement Obtain permits for landing installation 	<ul style="list-style-type: none"> Launch the 2017 Ferry Routes Begin landing installation for the 2018 routes 	
1.6.3D. Expand and improve service to and within Staten Island.	DOT	In Progress/ Partial funding	In October 2015, the City initiated 30 minute service on the Staten Island Ferry around the clock. In addition, Transit Signal Priority has been implemented along Hylan Boulevard, further speeding bus service on that key corridor. The MTA capital plan includes \$5 million for additional design and environmental work for the North Shore Bus Rapid Transit (BRT) project, which promises to bring better transit service to communities along Staten Island's North Shore.	<ul style="list-style-type: none"> Install 100 Bus Time signs on Staten Island 	<ul style="list-style-type: none"> Activate an extension of Transit Signal Priority along Victory Boulevard 	
Initiative 4: Expand the City's bike network (Source: OneNYC 2015)						
1.6.4A. Continue to expand the City's bike lane network, especially to neighborhoods with limited bike infrastructure.	DOT	In Progress/ Funded	In 2015, the City installed over 58 miles of bike lanes, exceeding the target of 50 miles. These installations included 12 miles of protected lanes, the highest one year total on record. The City also initiated community bike network studies in Bushwick, Brooklyn, Ridgewood, Queens, and Sunset Park, Brooklyn.	<ul style="list-style-type: none"> Install an additional 50 lane miles of bike lanes 	<ul style="list-style-type: none"> Install an additional 50 lane miles of bike lanes 	
1.6.4B. Improve bike access on bridges.	DOT	In Progress/ Funded	In 2015, the City completed installation of protected bike lanes on the John Jay Byrne Bridge on Greenpoint Avenue, which connects Brooklyn and Queens, as well as the Honeywell Street Bridge in Long Island City. In addition, the City created a series of bike connections to the newly reopened High Bridge, which connects Upper Manhattan and the Bronx. At the urging of the City, the MTA has also taken steps to improve bike access over the Verrazano Narrows Bridge (which lacks a pedestrian or bike path), installing bike racks on the S53 and S93 bus routes as part of a one-year pilot program.	<ul style="list-style-type: none"> Complete two additional Street Improvement Projects around bridges Complete the Harlem River Bridges Access Plan 	<ul style="list-style-type: none"> Complete two additional Street Improvement Projects around bridges 	

TRANSPORTATION	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
	1.6.4C. Expand bike share.	DOT	In Progress/ Funded	As of December 2015 the CitiBike program has been expanded north to 86th Street in Manhattan, to Long Island City in Queens, and additional parts of Williamsburg, Greenpoint, and Bedford-Stuyvesant in Brooklyn. In addition, New York City Bike Share (Citi Bike's private-sector operator) completed major upgrades to the Program's software and hardware in 2015, resulting in a better, more reliable experience for Citi Bike riders. The City continued outreach for additional program expansion scheduled to occur in 2016 and 2017. Bike share has become an integral part of the New York City transportation system, with CitiBike logging over 10 million trips in 2015.	<ul style="list-style-type: none"> Expand Citi Bike north in Manhattan and into new Brooklyn neighborhoods including Boerum Hill, Cobble Hill, Carroll Gardens, Gowanus, and Red Hook Add new stations to neighborhoods in the existing Program Area 	<ul style="list-style-type: none"> Complete Phase 2 Citi Bike expansion Initiate planning and outreach for Phase 3 expansion 	
	Initiative 5: Expand the accessibility of the City's transportation network to people with disabilities (Source: OneNYC 2015)						
	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 2015, the City installed 645 new pedestrian ramps at corners and upgraded an additional 1,541 locations. The City also installed Accessible Pedestrian Signals (APS) at 33 intersections and has secured a \$20 million grant from the US Department of Transportation as part of its Connected Vehicles program. As part of this project, the City will be developing and piloting applications to help people with vision impairments more safely navigate intersections. In addition, the City has further integrated accessibility in its design guidelines for streets and plazas.	<ul style="list-style-type: none"> Install APSs at 75 additional intersections. Deploy eight additional in-house concrete crews to install pedestrian ramps 	<ul style="list-style-type: none"> Continue to expand the pedestrian ramp program Begin testing the intersection navigation application for people with vision impairments 	
	1.6.5B. Improve accessibility to bus services for transit users with disabilities.	DOT	In Progress/ Funded	In 2015, the City completed bus stops under elevated train (BSE) improvements at 6 locations, started construction at another 13, and initiated design of an additional 9. Overall the City plans to complete 34 BSE improvements.	<ul style="list-style-type: none"> Complete BSE improvements at 19 locations and start construction at an additional 3 	<ul style="list-style-type: none"> Complete BSE improvements at 3 locations and start construction at an additional 5 	
1.6.5C. Improve convenience and reliability of modes of transit for New Yorkers with disabilities.	TLC MOPD	In Progress/ Funded	In 2015, the City began implementing rules aimed at reaching a 50% accessible yellow taxi fleet by 2020. The TLC is making grants available to assist with the purchase and operation of wheelchair accessible vehicles and is working to provide New Yorkers with more efficient accessible taxi service through Accessible Dispatch, a centralized service for customers with disabilities. The Citywide Ferry Service will provide an important link for New Yorkers with disabilities. All new ferry landings and vessels will meet all ADA and local law requirements.	<ul style="list-style-type: none"> TLC will finalize a contract and begin program implementation with an Accessible Dispatch vendor to connect customers with disabilities to accessible taxi service citywide 	<ul style="list-style-type: none"> TLC will roll out Accessible Dispatch citywide, connecting customers with disabilities to accessible taxi service in all five boroughs 		

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
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)					
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/ Call for action	In November 2015 the City, through NYCEDC, released an RFP seeking maritime industrial tenant(s) for the South Brooklyn Marine Terminal. In addition, NYCEDC initiated a study to determine the impact of siltation on NYC's secondary creeks and larger economy. In January 2016 a Tier 1 EIS Record of Decision (ROD) was issued for the Cross Harbor Freight Program. The ROD calls for further analysis (Tier 2) of two preferred alternatives, the "Enhanced Railcar Float" and "Rail Tunnel" alternatives.	<ul style="list-style-type: none"> Execute a lease with a maritime industrial tenant(s) for SBMT Complete dredging study Port Authority to seek funding for Tier 2 Analysis of Cross Harbor Freight Program 	<ul style="list-style-type: none"> Fully activate SBMT with use of maritime and rail assets Implement recommendations from the study 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	Building on its successful Off-Hour Delivery (OHD) pilot project, the City is exploring additional OHD projects with private stakeholders and at public facilities. The City has also been working with the trucking industry and other stakeholders to develop a low-noise truck demonstration project and criteria for a smart fleet recognition program.	<ul style="list-style-type: none"> Establish criteria for a smart fleet recognition program 	<ul style="list-style-type: none"> Launch a smart fleet recognition program
1.6.6C. Expand JFK Airport's air freight activity.	EDC	In Progress/ Call for action	In 2015, the City authorized use of semi-trucks with industry-standard 53 foot trailers on an all interstate highway routes connecting to JFK International Airport. The Greater JFK Industrial Business Improvement District (IBID) in Springfield Gardens, Queens was approved by local property owners and is now moving through the legislative approval process. Finally, the New York City Economic Development Corporation continues to administer the federal Foreign Trade Zone Program enabling more businesses to participate. In addition, the Port Authority has started construction on a new animal handling facility at JFK.	<ul style="list-style-type: none"> Continue to promote the FTZ program Port Authority to complete construction of the animal handling facility at JFK 	<ul style="list-style-type: none"> Continue to promote the FTZ program Authorization of the Greater JFK Industrial Business Improvement District (IBID)
Initiative 7: Expand airport capacity (Source: OneNYC 2015)					
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	The City continues to work with the Port Authority, New York State, and the Federal Government to expand capacity and improve facilities in the region's airports including the implementation of the Next Generation Air Traffic Control system. The Port Authority is advancing a public-private partnership to rebuild the Central Terminal at LaGuardia Airport and the State has formed a committee to examine long range redevelopment and expansion plans for JFK.	<ul style="list-style-type: none"> Continue to work with the Port Authority, New York State, and the Federal Government on airport capacity expansion projects 	<ul style="list-style-type: none"> Continue to work with the Port Authority, New York State, and the Federal Government on airport capacity expansion projects

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 8: Provide reliable, convenient transit access to all three of the region's major airports (Source: OneNYC 2015)					
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 City continues to work with the with the Port Authority, the MTA, and the State of New York to provide transit access to the region's major airports. In 2014, the City worked in partnership with the MTA to launch the M60 Select Bus Service, which connects Manhattan to LGA, and the Q70, which resulted in a direct route between subway and LIRR stations in Jackson Heights, Queens and the airport. These services will provide enhanced access for airport passengers in the near term as the State and Port Authority continue planning for a rail connection to the airport.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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)					
1.6.9 Department of Transportation Bridge and Highway Structure Rehabilitation/ Reconstruction Program; and Street Reconstruction and Resurfacing Program.	DOT	In Progress/ Funded	In 2015 the City resurfaced 1,144 lane miles of roads to improve the state of repair of the street network. In addition, the City allocated \$11.4 billion in its 10 year capital plan to maintain its roads and bridges in a state of good repair. Finally, the City continued to advance planning work on replacing the triple-cantilever section of the Brooklyn-Queens Expressway, a network of over 20 bridge structures through Brooklyn Heights and Downtown Brooklyn.	<ul style="list-style-type: none"> Resurface 1,340 lane miles of roads and continue implementation of the City road and bridge capital plan Secure an engineering firm to conduct the environmental review and preliminary design for the BQE triple-cantilever project 	<ul style="list-style-type: none"> Continue resurfacing program. inspections will be completed for the BQE triple-cantilever. Complete inspections for the BQE triple-cantilever project
Improve and expand sustainable transportation infrastructure and options (Source: PlaNYC 2011)					
Improve and expand bus service throughout the city	DOT	In Progress	See OneNYC initiative 1.6.2B		
Improve and expand subway and commuter rail service	DOT	In Progress	See OneNYC initiatives 1.6.2A, 1.6.2B and 1.6.3B		
Expand for-hire vehicle service throughout our neighborhoods	DOT, TLC	Completed			
Promote car-sharing	DOT, TLC	Completed			
Expand and improve ferry service	DOT	In Progress	See OneNYC initiative 1.6.3C		
Make bicycling safer and more convenient	DOT	In Progress	See OneNYC initiative 1.6.4		
Enhance pedestrian access and safety	DOT	In Progress	See OneNYC initiative 2.6		

TRANSPORTATION

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
TRANSPORTATION					
Reduce congestion on our roads, bridges, and at our airports (Source: PlaNYC 2011)					
Pilot technology and pricing-based mechanisms to reduce traffic congestion	DOT, EDC, DCP	Completed	The City has completed the installation of all planned Munimeters throughout the City. The City is continuing to develop its Intelligent Transportation System (ITS) program and has completed the expansion of the ParkSmart program.		
Modify parking regulations to balance the needs of neighborhoods	DOT, EDC, DCP	Completed			
Reduce truck congestion on city streets	DOT, EDC, DCP	In Progress	See OneNYC initiative 1.6.6		
Improve freight movement	DOT, EDC, DCP	In Progress	See OneNYC initiative 1.6.6		
Improve our gateways to the nation and the world	DOT, EDC, DCP	In Progress	See OneNYC initiative 1.6.6		
Maintain and improve the physical condition of our roads and transit system (Source: PlaNYC 2011)					
Seek funding to maintain and improve our mass transit network	DOT	In Progress	See OneNYC initiative 1.6.1		
Maintain and improve our roads and bridges	DOT	In Progress	See OneNYC initiative 1.6.9		
 GOAL 7: INFRASTRUCTURE PLANNING & MANAGEMENT New York City's infrastructure and built environment will exemplify global economic, environmental, and social leadership					
Initiative 1: Secure funding sources that are equitable, sustainable, and dedicated to our core infrastructure (Source: OneNYC 2015)					
1.7.1. Advocate for robust federal commitment to funding infrastructure.	Mayor's Office	Completed	In 2015, Mayor de Blasio led a coalition of 73 bipartisan mayors urging increased transportation investment in U.S. Cities. On Dec. 4, 2015, Fixing America's Surface Transportation (FAST) Act bill was signed. As a result of this bill, New York City commuters will see an estimated additional \$100 million in transportation funding every year for the next five years – totaling \$500 million for our roads, bridges, transit and ferries.		
1.7.1A. Leverage land-use actions to encourage infrastructure investments.	DCP	In Progress/ Budget neutral	The East Midtown Steering Committee issued a report that DCP is examining, and will explore recommended follow-up studies. These studies - some in progress - include appraising the value of development rights, exploring public realm improvements, and generating options for MTA station or area improvements that could be selected by developers implementing projects in the area. Following these studies DCP will draft zoning text that can move through the public review process.		<ul style="list-style-type: none"> Proposed East Midtown rezoning referred to public review. East Midtown zoning text amendment adopted by City Council.
INFRASTRUCTURE PLANNING & MANAGEMENT					

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 2: Maximize the economic, environmental, and social benefits of infrastructure investments (Source: OneNYC 2015)					
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	DCP researched Triple Bottom Line (TBL) methodologies and tools. They analyzed the ability to measure the City's capital asset types against established models and methodologies. Buildings (50% of spending) are the most readily measurable. Infrastructure is a mixed bag and finally, support items (vehicles and equipment) are the hardest to quantify.	<ul style="list-style-type: none"> Conduct a pilot of TBL methodology in one agency 	<ul style="list-style-type: none"> Conduct preliminary assessment of economic, social, and environmental implications of the City's Ten-Year Capital Strategy
Initiative 3: Enhance capital project delivery (Source: OneNYC 2015)					
1.7.3A. Reform state laws to enable design-build.	Mayor's Office	In Progress/ Budget neutral	The City is working with the State legislature, and a broad coalition of industry partners, to pass legislation authorizing design-build for City agencies.	<ul style="list-style-type: none"> Work with State legislature to pass authorization of design-build for City agencies 	<ul style="list-style-type: none"> 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	DDC bid five borough-specific contracts for replacement of utilities. Construction started on four contracts and is due to start on the Manhattan contract in 2016.	<ul style="list-style-type: none"> Complete construction on all remaining contracts outside of Manhattan Bid the second series of contracts and register for construction to commence in late fall 2016 	<ul style="list-style-type: none"> Complete construction on contracts that commenced in 2016
1.7.3 C. Improve project scoping and design to improve green-building and save costs.	Mayor's Office	In Progress/ Funded	In order to improve the quality of project scoping, the City increased the Capital Project Scope Development (CPSD) fund to \$120 million over four years. DDC created the role of the Chief Architect to expand outreach to clients about the ways project scoping and design can improve overall functionality of a building, encourage sustainable design, and save costs.	<ul style="list-style-type: none"> Continue to expand use of CPSD funding and in-house design capacity to support this initiative 	<ul style="list-style-type: none"> 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 administration convened monthly performance management meetings with the City's major construction agencies to troubleshoot problem projects, facilitate better interagency coordination, and address systemic issues. As a result several City processes are being re-engineered.	<ul style="list-style-type: none"> Continue to convene monthly performance management meetings to address significantly delayed capital projects 	<ul style="list-style-type: none"> Expand monthly performance management meetings
 GOAL 8: BROADBAND Every resident and business will have access to affordable, reliable, high-speed broadband service everywhere by 2025					
Initiative 1: Promote competition in the residential and commercial broadband markets (Source: OneNYC 2015)					
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	The City released DoITT audit of Verizon FiOS franchise and completed the FCRC review of transfer of Time Warner Cable franchises to Charter Communications. The City began review of proposed transfer of Cablevision franchises to Altice Communications and is authorizing resolution for Mobile Telecom Franchise passed by City Council. Since 2014, the City Diversified its telecommunications spending to promote competition and investment among commercial providers.	<ul style="list-style-type: none"> Verizon FiOS corrective action plan in place. Transfer of Time Warner Cable franchises to Charter Communications complete. Review of Cablevision-Altice transfer complete. Open new Mobile Telecom Franchise solicitation. 	<ul style="list-style-type: none"> Reform franchise policies. Issue new franchises.

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 2: Provide high-speed, residential internet service for low-income communities currently without service (Source: OneNYC 2015)					
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/ Partially funded	Since 2015, the City announced a plan to deliver free broadband service to over 21,000 NYCHA residents in all five boroughs. The City's three library systems loaned out 10,000 free mobile hotspots. The mayor led a coalition of mayors in successfully advocating for modernization of the federal Lifeline program to subsidize broadband service. Lastly, as a condition of its acquisition of Time Warner Cable, Charter Communications will offer eligible households broadband service for \$14.99.	<ul style="list-style-type: none"> Deliver free broadband service to at least 5000 NYCHA residents at five developments Complete two-year program to loan out 10,000 free mobile hotspots from City libraries Collaborate with Internet service providers and City agencies to plan implementation of Lifeline program for New Yorkers 	<ul style="list-style-type: none"> Deliver free broadband service to at least 15,000 NYCHA residents at seven NYCHA developments Provide mobile hotspots with four years of free service to 5000 households with students in City schools 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)					
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 launched ConnectIBZ, and announced a plan for investment in East New York IBZ.	<ul style="list-style-type: none"> 200 businesses in IBZs connected with new broadband service options Identify service provider and business arrangement for ENY IBZ Conduct reviews of additional zones for broadband investments 	<ul style="list-style-type: none"> Implement plans for additional zones Conduct further reviews for broadband investments
Initiative 4: Promote seamless user experience across public networks to create high speed access across the boroughs (Source: OneNYC 2015)					
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 DOITT	In Progress/ Budget neutral	Since 2015, the LinkNYC program was launched, and over 100 Links have been installed. The City completed installation of Harlem Free Wi-Fi, and announced expansion of the Downtown Brooklyn wireless corridor to neighboring public housing developments. 122 of the City's public parks have Wi-Fi hotspots, and 151 of the City's 279 below-ground subway stations have Wi-Fi. The City, through EDC, has awarded contracts to winners of the RISE:NYC competition to build resilient wireless networks for businesses in seven neighborhoods recovering from Hurricane Sandy.	<ul style="list-style-type: none"> Install 1,000 Links Complete installation of the Downtown Brooklyn wireless corridor at the Whitman and Ingersoll Houses Complete designs of RISE:NYC networks 	<ul style="list-style-type: none"> Over 1,500 LinkNYC kiosks installed All 279 of the City's below-ground subway stations have Wi-Fi 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)					
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 issued a Call for Innovations on Broadband, receiving a total of 69 proposals from 52 sources.	<ul style="list-style-type: none"> The first pilot project is scheduled to launch in Spring 2016. 	<ul style="list-style-type: none"> Ongoing research and evaluation.

Vision 2: Our Just and Equitable City



GOAL 1: EARLY CHILDHOOD

Every child in New York City will be nurtured, will be protected, and will thrive

Initiative 1: Nurture and protect all infants so they thrive during their first year of life and beyond (Source: OneNYC 2015)

2.1.1A. Create neighborhood spaces dedicated to advancing women's health.	DOHMH	In Progress/ Partially funded	DOHMH is currently renovating and decorating Women's Health Suites in Neighborhood Health Action Centers. Concurrently, the City is analyzing infant mortality and maternal morbidity data to create a data-informed infant mortality rate (IMR) disparity reduction strategy. DOHMH has convened an internal team, led by the Bureau of Maternal Infant and Reproductive Health (BMIRH), to develop a comprehensive agency-wide strategy to achieve the OneNYC infant mortality targets. This will include input from reproductive justice partners from across the city.	<ul style="list-style-type: none"> Open the Women's Health Suites in the East Harlem, Brownsville, and Tremont Neighborhood Health Action Centers 	<ul style="list-style-type: none"> Open the Women's Health Suites in the Morrisania, Bushwick, Bedford and Central Harlem Neighborhood Health Action Centers
2.1.1B. Expand the number of "baby-friendly" hospitals to promote access to breastmilk for newborns.	DOHMH	In Progress/ Funded	DOHMH's NYC Breastfeeding Hospital Collaborative (NYC BHC) supports maternity facilities to achieve Baby-Friendly designation and currently has 18 participating facilities; 4 have achieved Baby-Friendly designation (NYU Langone, Harlem Hospital, Queens Hospital and Lincoln Hospital), and 10 are on their way to achieving Baby-Friendly Designation by September 2017.	<ul style="list-style-type: none"> Increase the number of NYC hospitals that are designated Baby-Friendly from four to seven, with preference given to hospitals serving minority & underserved communities 	<ul style="list-style-type: none"> Increase the number of NYC hospitals that are designated Baby-Friendly from seven to ten

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)

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	The City enrolled 68,647 children. To ensure that participants receive a high quality pre-K education, the City created the Pre-K for All Program Quality Standards. Through our teacher recruitment campaign, we partnered with universities, hosted panels and hiring fairs, and invested in recruitment tools. The City is working to ensure that students with disabilities can receive the high-quality education they deserve. The City is now offering Dual Language instruction at 11 district schools and providing English Language Support instruction at 100 New York City Early Childhood Education Centers. The Pre-K for All Multi-Year Evaluation has gathered data from Year 1 to inform improvements for Year 2, better engage families, and support students with different backgrounds and needs.	<ul style="list-style-type: none"> Designate 30 Pre-K programs as Dual Language, and over 200 programs as Enhanced Language Support programs for the 2016-2017 school year Increase Individualized Learning Plans (IEPs) to support students with disabilities Continue to develop findings as part of Year 2 evaluation 	<ul style="list-style-type: none"> Continue to explore the possibility of expanding pre-kindergarten to three-year-olds
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Initiative 3: Develop a comprehensive plan for high-quality early childcare (Source: OneNYC 2015)

2.1.3 Develop a plan to close the gap in access to childcare.	ACS	In Progress/ Budget neutral	ACS completed a preliminary needs assessment, which confirms the need for additional slots for infants and toddlers. ACS redesigned the Technical Assistance and Monitoring Model to offer more support to providers. ACS met with Federal Administration for Children & Families (ACF) to discuss our child care system needs. ACS conducted parent focus groups to better understand childcare needs; the report from these sessions is forthcoming. The City also reduced the parent fee for part-time care.	<ul style="list-style-type: none"> Receive approval from ACF/OHS on any system changes by the end of the year 	<ul style="list-style-type: none"> Release concept paper and RFP for a new Early Care and Education system, with contracts scheduled to begin in Fall 2018
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GOAL 2: INTEGRATED GOVERNMENT & SOCIAL SERVICES

All New Yorkers will have access to high-quality, conveniently located, community-based City resources that promote civic engagement and enable residents to thrive

INTEGRATED SOCIAL & GOVERNMENT SERVICES DELIVERY

Initiative 1: Transform schools into community schools (Source: OneNYC 2015)

2.2.1 Implement key system-building initiatives to strengthen Community Schools.	DOE	In Progress/ Funded	The City matched 130 Community Schools with 46 lead CBO partners through a competitive RFP process and increased the fair student funding formula (\$33.6 million in FY16, and \$59.7 million in FY17 and every year thereafter) to ensure that all 130 Community Schools will have the resources they need to provide expanded learning opportunities, serve English Language Learners, and support students with special needs. The family outreach campaign reached over 35,000 people, and the City partnered with Scholastic to facilitate a three-part Dual Capacity framework training series to engage families as leaders. Other Community School programs include free vision screening, peer learning forums for school directors, 128 AmeriCorps success mentors, and increased interagency coordination to maximize the delivery of a wide range of City services. The City also launched the New Visions Student Sorter platform in all 130 Community Schools. The Student Sorter is a set of innovative data tools to drive student outcomes during the 2015-2016 school year.	<ul style="list-style-type: none"> Add 50 additional schools to the network of Community Schools supported through the Office of Community Schools Secure two private sector partnerships to support Community Schools Develop a professional learning community for lead CBO agencies that meet quarterly 	<ul style="list-style-type: none"> Reduce chronic absenteeism rates by 5% and increase student engagement Connect 6,000 students with Success Mentors 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
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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)

2.2.2 Launch Neighborhood Health Hubs in neighborhoods with high health disparities.	DOHMH	In Progress/ Partially funded	Since April 2015, DOHMH has solicited applications from community organizations interested in utilizing space within the Action Centers. DOHMH has nearly completed negotiations with applicants for Action Center spaces in the East Harlem, Brownsville and Tremont sites and has also identified key renovations that need to be made at each building site. Renovations have been underway for all common areas (Women's Health Suites and Multi-Purpose Rooms), with the East Harlem Women's Health Suite being the first common area scheduled to be complete by June 2016. In addition, DOHMH is also developing Women's Health Suite standards and services.	<ul style="list-style-type: none"> Open Neighborhood Health Action Centers in East Harlem, Brownsville and Tremont 	<ul style="list-style-type: none"> Open Neighborhood Health Action Centers in Bushwick, Bedford Central, Harlem and Morrisania
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Initiative 3: Enhance the digital capabilities of NYC 311 to provide easier connections to government and community services and information (Source: OneNYC 2015)

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 launched a social media (such as Facebook and Twitter) service request integration as well as increased service request categories. The City has also started to develop content management upgrades that will allow customers to create and manage their own accounts. The City is incorporating key components of HRA call center activities into 311 operations, which will help vulnerable New Yorkers more easily navigate City services and benefits.	<ul style="list-style-type: none"> Complete one third of the content management project Include more 311 complaint types Complete stakeholder review and project plan for HRA service expansion 	<ul style="list-style-type: none"> Launch new content management system upgrade to enhance the ways customers engage with the City Increase service request traffic via social media Complete HRA service expansion project
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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)

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 established a new legal framework for multiagency data integration projects and a related governance structure to operationalize them. The City has also upgraded centralized data platforms and launched multiple new data integration efforts in criminal justice and social services.	<ul style="list-style-type: none"> Enhance centralized data exchanges, platforms, and analytic tools and launch additional data integration use cases 	<ul style="list-style-type: none"> Enhance centralized data exchanges, platforms, and analytic tools and launch additional data integration use cases
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GOAL 3: HEALTHY NEIGHBORHOODS, ACTIVE LIVING

New Yorkers of all ages will live, work, learn, and play in neighborhoods that promote an active and healthy lifestyle

Initiative 1: Improve food access, affordability, and quality, and encourage a sustainable, resilient food system (Source: OneNYC 2015)

HEALTHY NEIGHBORHOODS, ACTIVE LIVING

<p>2.3.1A. Increase the share of regional food in the NYC food system through investments in the regional food distribution system.</p>	<p>EDC, Mayor's Office of Food Policy</p>	<p>In Progress/ Budget neutral</p>	<p>The City worked with the State and our farm-to-city partners to understand barriers to increased regional food availability and identified areas for further investigation and investment. The City also launched "New York Thursdays" to school cafeterias, and the Farm to Preschool program, both of which source food from regional farms.</p>	<ul style="list-style-type: none"> Continue to work with New York State and other partners to advance regional food access collaboration Invest in anchor infrastructure projects or programs to improve regional food distribution in New York City 	<ul style="list-style-type: none"> Explore multi-borough food hubs strategy with industry and community partnerships
<p>2.3.1B. Expand and improve quality of New York City school food.</p>	<p>DOE, Mayor's Office of Food Policy</p>	<p>In Progress/ Funded</p>	<p>The City launched New York Thursdays, a new program to introduce more locally grown and produced foods in public school cafeterias. 76 new school gardens were registered, totaling 554 registered gardens to date citywide. The City began cafeteria and serving line renovations in 45 middle and high schools to promote participation in meal programs and healthy choices, and launched breakfast in the classroom to stand-alone elementary schools. Hundreds of students are helping create and perfect school food menus by participating in taste testings at SchoolFood's test kitchen. In addition, the City distributed over \$75,000 in 56 school garden mini-grants in Fall 2015 and implemented the second year of Farm to School grants to provide experiential learning opportunities for students.</p>	<ul style="list-style-type: none"> Expand breakfast in the classroom to 247 total schools Continue to procure compostable cutlery to replace the current plastic spork Reach a total of 650 registered school gardens in Grow to Learn network Fund 70 new and expanded school gardens with 2016 mini grants Add 10 new schools to Garden to Cafe Program Enroll 15 new schools in Green Beetz nutrition curriculum program 	<ul style="list-style-type: none"> Implement breakfast in the classroom at all stand-alone elementary schools by the end of the 2017-2018 school year Reach 750 registered school gardens in the Grow to Learn network Fund 70 new and expansion school gardens with 2017 mini-grants Develop Garden to Cafe afterschool program Enroll 25 new schools in Green Beetz nutrition curriculum program
<p>2.3.1C. Ensure all communities have access to fresh food retail options, with special focus on traditionally underserved neighborhoods.</p>	<p>Mayor's Office of Food Policy</p>	<p>In Progress/ Budget neutral</p>	<p>The City distributed over 400,000 Health Bucks worth more than \$800,000 in fresh fruits and vegetables to low-income New Yorkers and completed the second year of the Farm to Preschool fresh food box program, enlisting 12 child care centers. In addition, an interagency partnership was convened to identify ways to expand healthy choices at supermarkets and corner stores.</p>	<ul style="list-style-type: none"> Expand the Health Bucks nutrition program so that it is distributed year-round to more low-income New Yorkers Scale up work with supermarkets and corner stores to expand healthy food choices in underserved neighborhoods 	<ul style="list-style-type: none"> Explore innovations to the Health Bucks nutrition incentive program to expand opportunities for New Yorkers to purchase healthy foods Expand supermarket and corner store interventions to bring innovative grocery models to underserved neighborhoods
<p>2.3.1D. Support community gardens and urban farms in select neighborhoods in the city.</p>	<p>DPR, Mayor's Office of Food Policy</p>	<p>In Progress/ Partially funded</p>	<p>The City launched the Building Healthy Communities initiative in December 2015 and identified 12 priority neighborhoods where the program will focus on improving community health outcomes. Building Healthy Communities has secured funding for five farms on NYCHA developments. In addition, the NYCHA urban agriculture initiative, in partnership with Green City Force, began engaging residents at two new farm sites and completed one of the designs. Greenthumb has registered 552 community gardens and conducted an inventory of all community gardens in Building Healthy Communities priority neighborhoods to assess resource and infrastructure needs. Since April 2015, Greenthumb also distributed over \$13,000 in supplies to gardens and conducted 35 free public workshops for community gardeners. Finally, the Youth Leadership Council (YLC) pilot program placed 32 high school volunteers in eight gardens throughout NYC in 2015.</p>	<ul style="list-style-type: none"> Build three new food-producing farms at NYCHA developments Fund community programming related to cultivation, food distribution, nutrition and cooking demonstrations, and composting at NYCHA sites with farms Develop network of community-based open spaces and fresh food access partners in six neighborhoods targeted by Building Healthy Communities Expand the YLC to 150 students in 10 gardens completing 3,000 volunteer hours Hold the inaugural GreenThumb Community Garden Month in June Hold 100 free public gardening workshops 	<ul style="list-style-type: none"> Build two additional NYCHA farms, bringing the total number of NYCHA farms operated with Green City Force to six Provide all six sites with composting and community programming related to cultivation, food distribution, nutrition and cooking demonstrations. Expand Building Healthy Communities network, training, and support to four additional neighborhoods Expand the YLC to 200 students in 15 gardens completing 4,000 volunteer hours Expand programming for GreenThumb Community Garden Month in June Hold over 120 free public gardening workshops

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
Initiative 2: Create environments that encourage New Yorkers to be physically active regardless of age (Source: OneNYC 2015)						
HEALTHY NEIGHBORHOODS, ACTIVE LIVING	2.3.2A. Increase opportunities for physical activity in and around schools.	DOE, DOHMH	In Progress/ Funded	Under the Schoolyards to Playgrounds Program, the City collaborated with the Trust for Public Land (TPL) to convert five DOE schoolyards sites into playgrounds that can be used during after-school hours. The City also launched Active Design Schools, in partnership with Citizens Committee for New York City and the Centers for Disease Control and Prevention. This program funded and supported design enhancements that promote physical activity at 22 public schools. Based on initial estimates, active design enhancements implemented to date will benefit over 15,000 youngsters and community members across the City. In addition, the City launched Active Design in Early Childhood Settings, awarding \$1,500 grants to 20 early childhood centers across the City to make design enhancements to support active play.	<ul style="list-style-type: none"> Collaborate with TPL to complete eight additional "Schoolyards to Playgrounds" conversions Complete active design enhancements at 22 additional public schools Complete built environment enhancements to support active play at 20 early childhood settings 	<ul style="list-style-type: none"> 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
	2.3.2B. Increase design elements that promote physical activity in buildings.	DDC, DOHMH	In Progress/ Budget neutral	The City held the first quarterly event, a collaborative effort of DDC and FitCity, to expand outreach to design experts around this initiative. Information collected in the workshops were incorporated into the Design and Construction Excellence 2.0: Guiding Principles report, released in March 2016. In addition, DOHMH, continued to advocate for passage of the Public Access Stairs Bill, introduced in 2014.	<ul style="list-style-type: none"> Issue revised guidelines for "Design Excellence 2.0: Guiding Principles for Healthy Living" and present them at the annual Fit City conference Work with the City Council to pass the Public Access Stairs Bill 	<ul style="list-style-type: none"> Finalize a framework to evaluate the impact of design changes on building occupants based on the Guiding Principles for Healthy Living
	2.3.2C. Provide opportunities for physical activity in the community for residents of all abilities.	DCP, DPR	In Progress/ Partially funded	NYC Parks held over 17,000 Shape Up fitness classes at more than 200 locations, attracting more than 150,000 participants. Twenty Community Parks Initiative (CPI) sites are being designed to include adult exercise areas that will accommodate users with a wide range of abilities. Detailed construction drawings and specifications have been completed and all contracts are in procurement. The City also offered classes for seniors to engage in physical activities and adaptive exercises at DFTA Senior Centers. The City is also working on an interagency effort, comprised mainly of DCP, SBS and BSA, to revise regulatory burdens on gyms by removing the BSA Special Permit. DCP is also working to include active and healthy design in community outreach and neighborhood planning processes for neighborhood studies, including investment in open space and community facilities.	<ul style="list-style-type: none"> Refer citywide zoning text amendment proposal to remove the BSA Special Permit for gyms to community boards Begin construction on all CPI, including those with adult exercise areas 	<ul style="list-style-type: none"> Work with the City Council to pass citywide zoning text amendment Open the first redesigned CPI sites to the public

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
Initiative 3: Address health hazards in homes (Source: OneNYC 2015)						
HEALTHY NEIGHBORHOODS, ACTIVE LIVING	2.3.3A. Reduce asthma triggers in the home. [NYCHA mold remediation/ roof replacement]	NYCHA, DOHMH	In Progress/ Partially funded	The City and NYCHA completed renovations to 18 out of 26 roofs at Queensbridge North & South. The City launched a new Healthy Homes Training, jointly developed by HPD and DOHMH, for HPD-financed new construction and substantial rehab as a requisite for the Green Communities certification process. Over 100 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 3 years. In addition, The City, in a collaborative effort between DOHMH, HPD and the Local Initiatives Support Corporation (LISC), provided training to 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. Finally, The City developed an 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 is working with the City Council and advocates to design legislation addressing mold and pests.	<ul style="list-style-type: none"> 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) Continue to roll out DOHMH/HPD Healthy Homes Training for HPD-financed new construction and substantial rehab Finalize the bill to reduce mold and pest allergens in housing 	<ul style="list-style-type: none"> Complete roof replacement at 67 buildings
	2.3.3B. Decrease secondhand smoke exposure in the home.	DOHMH	In Progress/ Budget neutral	NYCHA provided detailed comments in response to the Department of Housing and Urban Development's (HUD) proposed rule on smoke-free public housing and 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 new position that reports jointly to both NYCHA and DOHMH and seeks to connect NYCHA communities to efforts that drive health equity. The City drafted secondhand smoke legislation on disclosing smoking policies to current and future tenants.	<ul style="list-style-type: none"> Convene a task force comprised of residents and partners to help inform future program and policy development around secondhand smoke exposure 	<ul style="list-style-type: none"> Release report, contingent on HUD's 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 sponsored DFTA-led falls prevention programs in senior centers and other settings and provided public and provider education on falls prevention. The City, through DOHMH, continues to research universal design elements, such as grab bars, hand rails, slip resistant flooring, and lighting, aimed at promoting safe home environments and preventing falls among older adults. The City has compiled a list of current incentives used in other jurisdictions to improve home safety for older adults, and DOHMH and DFTA are coordinating on further implementation.	<ul style="list-style-type: none"> Draft a catalogue of agencies with existing contracts for home-based services, broadening the scope of existing services 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 	<ul style="list-style-type: none"> 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 Assess capacity of identified agencies to implement falls risk assessment requirements with home-based service contractors, and refine practical guidelines as necessary



GOAL 4: HEALTHCARE ACCESS

All New Yorkers will have access to the physical and mental healthcare services that they need

HEALTHCARE ACCESS

Initiative 1: Ensure all New York City neighborhoods have access to high-quality essential healthcare services (Source: OneNYC 2015)

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.	EDC, NYC Health + Hospitals	In Progress/ Funded	The City is leading OneCity Health, the largest Medicaid Performing Provider System (PPS), which is a preventative, primary care integrated delivery system of health and social service providers. DOHMH has begun providing technical assistance to the majority of PPSs and has convened the New York City Regional Planning Consortium.	<ul style="list-style-type: none"> Launch ActionHealthNYC, a program to promote primary care access and coordinated care for uninsured immigrant residents 	<ul style="list-style-type: none"> 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
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Initiative 2: Transform NYC Health and Hospitals Corporation into a system anchored by community-based preventive care (Source: OneNYC 2015)

2.4.2A. Create health access points embedded in communities rather than hospital campuses.	NYC Health + Hospitals	In Progress/ Budget neutral	NYC Health + Hospitals and Gotham Health expanded services at one of the Brooklyn health centers.	<ul style="list-style-type: none"> Begin providing expanded primary care services at six NYC Health + Hospitals / Gotham Health sites Open one new Gotham site in Bushwick, Brooklyn 	<ul style="list-style-type: none"> 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/ Partially funded/ Budget neutral	The City successfully secured approximately \$1.7 billion in federal funds to strengthen, rebuild and protect many of our essential health care facilities. Electrical switchgear and elevator equipment have been moved from previously vulnerable locations at Metropolitan Hospital, Coney Island Hospital, Coler Hospital and Bellevue Hospital to locations above the 500 year flood plain.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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/ Budget neutral	The City and NYC Health + Hospitals redesigned the inpatient unit at Harlem Hospital with a focus around providing more patient-centric and patient-sensitive care to the geriatric population. The City also launched a workforce training certification program designed for better geriatric care.	<ul style="list-style-type: none"> Open new geriatric-friendly unit at Harlem Hospital in July Complete Nurses Improving Primary Care of Older Adults (NIPCOA) program Break ground at Vanderbilt clinic in Staten Island 	<ul style="list-style-type: none"> Open Vanderbilt clinic

Initiative 3: Expand access to primary care by establishing health clinics in high-need communities (Source: OneNYC 2015)

2.4.3. Create at least 16 Health Clinics in primary care shortage areas.	EDC, NYC Health + Hospitals	In Progress/ Funded	The City launched the "Caring Neighborhoods" initiative to provide medical services in underserved neighborhoods.	<ul style="list-style-type: none"> Open 15 new or expanded primary care clinics in 14 underserved neighborhoods 	<ul style="list-style-type: none"> Open 6 new or expanded primary care clinics
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Initiative 4: Expand access points for mental health and substance abuse care, including integrating primary care and behavioral health services (Source: OneNYC 2015)

2.4.4. Co-located and integrated behavioral healthcare in primary care through the integrated Collaborative Care model.	NYC Health + Hospitals	In Progress/ Funded	The City launched ThriveNYC: A Mental Health Roadmap for All, which has included a public awareness campaign as well as Connections to Care, which embeds mental health providers in trusted community service organizations. The City has also expanded availability of mental health providers in schools, senior centers, homeless youth shelters, and within the criminal justice system and launched Mental Health First Aid, which has trained more than 750 people to date.	<ul style="list-style-type: none"> Launch Mental Health Service Corps and NYC Support, a call center which will provide phone, text and web-based behavioral health support 	<ul style="list-style-type: none"> Modify relevant initiatives based on evaluation findings and continue progress towards completion of Year 2 Initiatives
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	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
HEALTHCARE ACCESS	Initiative 5: Work with New York State in enabling and supporting the transformation of the healthcare delivery system (Source: OneNYC 2015)					
	2.4.5A. Integrate patient data across healthcare systems.	NYC Health + Hospitals	In Progress/ Call for action	NYC Health + Hospitals launched a new, state-of-the-art electronic medical record system. In addition, the City successfully negotiated and received \$10 million in state funding to implement a two-year project to provide electronic billing and health record systems to behavioral health providers.	<ul style="list-style-type: none"> Expand the use and capabilities of the OneCity Health web-based care management platform 	<ul style="list-style-type: none"> 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.	Mayor's Office	In progress/ Partially funded/ Call for action	The City participated in the State Department of Health's Medicaid waiver Value-Based Payment (VBP) Workgroup and associated subcommittees. The VBP roadmap was also approved.	<ul style="list-style-type: none"> 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 plans 	<ul style="list-style-type: none"> Continue to monitor network adequacy and high-quality service provision through the Quality Steering Committee



GOAL 5: CRIMINAL JUSTICE REFORM

Among large US 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

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
CRIMINAL JUSTICE REFORM	Initiative 1: Reduce crime and unnecessary incarceration (Source: OneNYC 2015)					
	2.5.1A. Use advanced technology and integrated data to accurately and effectively reduce crime.	MOCJ	In Progress/ Funded	All police officers are now equipped with tablets and have expanded use of ShotSpotter, a gunshot detection tool. The City is close to having access to all relevant data systems citywide and has begun building the technological data integration tool.	<ul style="list-style-type: none"> Aggregate and access all relevant City data from Justice Works and the three operational tools, including the Justice Provider Management System 	<ul style="list-style-type: none"> 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	The City is working to complete an infrastructure survey of probation, police, and court facilities to ensure signage and physical design inform individuals of what to expect from the criminal justice process, provide the ability to voice concerns, and promote better interaction among the players in the justice system.	<ul style="list-style-type: none"> Complete survey contracting process and incorporate legitimacy audit 	<ul style="list-style-type: none"> Complete citywide survey of public facilities
	2.5.1C. Enable crime prevention through environmental design.	MOCJ	In Progress/ Partially funded	To promote public safety in high-crime neighborhoods, the City will implement Crime Prevention Through Environmental Design (CPTED) surveys to develop plans for low- and no-cost changes to buildings, parks, and other features of the built environment that could reduce crime. The City has identified a provider to implement these surveys. The City has also installed more than 350 new light fixtures at 15 NYCHA developments as part of the Mayor's Action Plan for Neighborhood Safety (MAP) program.	<ul style="list-style-type: none"> Complete CPTED surveys Conduct resident sentiment survey and analyze results 	<ul style="list-style-type: none"> Launch CPTED training and projects at all MAP sites 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 funded	The City launched a pre-trial risk assessment tool citywide as part of the supervised release expansion, which will enable up to 3,000 eligible defendants to be released safely in the community instead of detaining them in jail. In addition, the City expanded programming in juvenile and adult facilities that is designed to reduce re-offending. The City has also allocated approximately 200 supportive housing slots to frequent users of the shelter and jail systems and placed more than 30 people in supportive housing.	<ul style="list-style-type: none"> Complete building and launch risk of flight tool 	<ul style="list-style-type: none"> Implement risk assessment tools in all boroughs and all arraignments

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 2: Build sustained neighborhood engagement to employ fairness as a crime reduction tool (Source: OneNYC 2015)					
2.5.2A. Create neighborhood CompStats with residents and City agencies in high-distress neighborhoods.	MOCJ	In Progress/ Funded	The City launched NeighborhoodStat meetings in three developments and has developed an implementation plan to conduct regular CompStats-style neighborhood and agency meetings in all 15 NYCHA neighborhoods targeted in the Mayor's Action Plan for Neighborhood Safety (MAP).	<ul style="list-style-type: none"> Launch NeighborhoodStat in 15 MAP neighborhoods 	<ul style="list-style-type: none"> Complete NeighborhoodStat meetings in 15 MAP neighborhoods
2.5.2B. Implement a regular citywide method of surveying resident engagement.	MOCJ	In Progress/ Partially funded	The City has created a survey tool to gauge residents' feelings about their communities that is in the process of being released.	<ul style="list-style-type: none"> Conduct initial resident survey 	<ul style="list-style-type: none"> 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)					
2.5.3A. Introduce strategic tools for health and neighborhood safety.	MOCJ	In Progress/ Funded	Completed analysis with Crime Lab, a group of criminologists, economists, and policy analysts, which used a rigorous control method to compare the 15 Mayor's Action Plan for Neighborhood Safety NYCHA developments with a control group.	<ul style="list-style-type: none"> Develop prediction tools, metrics and quantitative models to analyze opportunities for successful interventions 	<ul style="list-style-type: none"> 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	The City, in partnership with the courts, the prosecutors, and the defense bar, implemented Justice Reboot to move cases through the criminal justice systems. As a result, the City identified an original number of 1,427 target cases, in-custody cases that were one year old or older and resolved 78% of them.	<ul style="list-style-type: none"> Complete data analysis on case processing delays by borough and establish baseline 	<ul style="list-style-type: none"> 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)					
2.5.4 Establish community-based Family Justice Centers.	Mayor's Office to Combat Domestic Violence	In Progress/ Partially funded	The Mayor's Office to Combat Domestic Violence (MOCDV) launched the Coordinated Approach to Prevent Stalking (CAPS) program and expanded the CARE program, which provides workshops on healthy relationships to youth in foster care. HRA has moved more than 500 households, including families with children and single adults, out of shelter and into stable housing through key rental assistance programs. HRA has also prepared a request for proposals for Tier II units to increase the number of transitional family shelter units with services to help domestic violence survivors.	<ul style="list-style-type: none"> Open fifth Family Justice Center and achieve goal of having community-based Family Justice Centers in each borough Add approximately 150 emergency shelter beds for domestic violence survivors Receive and review proposals for approximately 100 family transitional units 	<ul style="list-style-type: none"> Expand the CAPS program to a third borough Add approximately 150 emergency shelter beds for domestic violence survivors and complete the goal of adding a total of 300 emergency beds Complete goal of adding 400 family transitional units



GOAL 6: VISION ZERO

New Yorkers will continue to embrace Vision Zero and accept no traffic fatalities on New York City streets

VISION ZERO

Initiative 1: Continue Implementation of the Vision Zero Action Plan (Source: OneNYC 2015)

<p>2.6.1 Work closely with communities around the city to expand a bicycle network that improves safety for all road users.</p>	<p>OPS</p>	<p>In Progress/ Funded</p>	<p>Two years after the launch of Vision Zero, the City made significant progress towards this goal: 2015 was the safest year in New York City's history. Between 2014 and 2015, traffic-related fatalities in New York City dropped from 258 to 233. NYPD increased enforcement of speeding by 75 percent and failure to yield by 223 percent compared to the 2011-13 average. The City installed over 250 truck sideguards on City fleet vehicles and installed aggressive driving tracking devices on over 20,000 City vehicles. The City's Vehicle Safety Technology Pilot, led by TLC, began requiring all car service drivers to complete a 24-hour pre-licensure course similar to one already required for taxi drivers. The city, through DOHMH, conducted a series of focus groups to identify how best to communicate with older New Yorkers about street safety.</p>	<ul style="list-style-type: none"> Evaluate and test a new initiative to slow and calm left turns Finalize a study on driver alert technology as part of the Safe Fleet Transition Plan Launch an educational outreach campaign, jointly led by NYPD and DOT, to prevent senior pedestrians from being struck Develop strategies to reduce fatigued driving among TLC licensees and raise awareness of the safety risks Analyze data and disseminate reports on traffic-related injuries and driver behaviors 	<ul style="list-style-type: none"> Continue progress towards completion of Year 2 initiatives
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Initiative 2: Use Borough Pedestrian Safety Action Plans to guide future engineering projects and enforcement priorities (Source: OneNYC 2015)

<p>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.</p>	<p>DOT</p>	<p>In Progress/ Funded</p>	<p>Over the course of 2015, the City implemented 60 Vision Zero safety projects at priority locations identified in the City's Vision Zero Borough Pedestrian Safety Actions Plans, surpassing its annual target of 50 projects. The City implemented an additional 20 Vision Zero safety projects at other locations, as well as installed 340 new speed humps city wide. We upgraded our signals as well, installing Leading Pedestrian Intervals--which help pedestrians more safely cross the street--at 471 locations. In terms of enforcement, nine out of ten school zone speed cameras are in locations with above average crash histories or are in or near a priority location as identified by the Pedestrian Safety Action Plans.</p>	<ul style="list-style-type: none"> Roll out an additional 50 Vision Zero safety projects at priority locations 	<ul style="list-style-type: none"> Roll out an additional 50 Vision Zero safety projects at priority locations
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Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
VISION ZERO	Initiative 3: Transform Dangerous Arterial Roads into Vision Zero Great Streets (Source: OneNYC 2015)				
	2.6.3. Rethink and redesign major corridors in order to prevent serious crashes.	DOT	In Progress/ Funded	The City is progressing on major road redesigns of Queens Boulevard, Grand Concourse, Atlantic Avenue, and 4th Avenue. The City completed early action improvements on Queens Boulevard from Roosevelt Avenue to 73rd Street in July 2015. Planning and design for the second phase, from 73rd Street to Eliot Avenue, is currently underway. In 2015, the City completed preliminary design for Phase 3 of the Grand Concourse project, and initiated final design. The City advanced preliminary design of Phase I of the Atlantic Avenue project (Georgia Avenue to Logan Street) and made signal changes to the corridor to improve pedestrian safety. The City has also initiated preliminary design of Phase I of the 4th Avenue project (9th-18th Streets and 33rd-52nd Streets).	<ul style="list-style-type: none"> • Complete early action improvements on Queens Boulevard from 73rd Street to Eliot Avenue • Begin preliminary design of the first phase of Queens Boulevard project • Complete final design of and award the construction contract for Phase III of the Grand Concourse project and initiate preliminary design for Phase IV • Implement in-house improvements along Grand Concourse from 138th to 161st Streets • Complete final design of and bid construction for Phase I of the Atlantic Avenue project • Complete preliminary design for Phase II of the Atlantic Avenue project (Logan Street to Rockaway Boulevard) • Complete final design of and bid the 4th Avenue project • Complete preliminary design of Phase II of the 4th Avenue project (18th-33rd Streets and 52nd-60th Streets)

Vision 3: Our Sustainable City



GOAL 1: 80 X 50

New York City's greenhouse gas emissions will be 80 percent lower by 2050 than in 2005

Initiative 1: Develop near-term local actions and long term regional strategies to reduce greenhouse gas emissions from the power sector (Source: OneNYC 2015)

3.1.1 Develop 80 x 50 action plan for the power sector	MOS	In Progress/ Budget neutral	<p>The City, through MOS, convened advisors and city agencies to recommend strategies for the City's integrated 80x50 plan and developed sector specific strategies that will provide a roadmap to help the City reach 80x50.</p>	<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 	<ul style="list-style-type: none"> • Publish progress made on implementing 80x50 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/ Call for Action	<p>The City, through MOS, served as a representative on the Market Design and Platform Technology Working Group as part of NYSERDA's Reforming the Energy Vision (REV). Through MOS, the City is working to incorporate GHG emissions, air quality, reliability and resiliency as factors when valuing different power generation sources. The City also successfully advocated for the inclusion of societal costs as a parameter in the State Department of Public Service's Benefit-Cost Analysis white paper for distributed energy sources, a key early win in the City's ongoing efforts to ensure distributed power generation is implemented equitably.</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 	<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 • Engage with ConEd on implementation of distributed system platform roll-out • Continue to monitor wholesale market regulations for impacts for in-city generators
3.1.1B. Support the development of renewable power resources	MOS	In Progress/ Call for Action	<p>At the end of 2013, the private sector produced roughly 25 MW of power from solar installations and the City produced under 1 MW (0.76 MW) from installations on its buildings. Today, the city has 74 MW of solar—nearly three times pre-2014 solar capacity. This is, in part, a reflection of the City's commitment to the development of renewable power sources.</p> <p>The City has affirmed its commitment to purchasing its own power through renewable sources. In June 2015, the City released a request for information (RFI) to identify projects that would meet 100 percent of the City government electricity needs from renewable energy. Responses were received in September. The City and Council also collaborated on legislation that requires cost-benefit analyses to include the social cost of carbon when comparing geothermal to traditional heating systems for City-owned buildings.</p> <p>The City has continued to support the use of solar on non-City buildings. A successful solar group purchasing pilot in Brooklyn Community Board 6, led by the NYC Solar Partnership, resulted in site assessments for over 400 rooftops (both residential and commercial) and 26 contracts for a total of 141 kW of energy production to date. The NYC Solar Partnership also issued an RFI to inform its strategy to further expand solar access to New Yorkers who cannot install solar PV on their own rooftops and is currently</p>	<ul style="list-style-type: none"> • Work with stakeholders to explore ways to pool consumer purchasing power and demand for locally produced renewable energy • Continue pursuing the development of 250 MW of rooftop solar on private buildings in part by supporting Solarize NYC and community shared solar opportunities • Launch the Solarize NYC program citywide and advance solar development at city landfills • 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 • Continue to support Offshore Wind Collaborative • Identify City-owned sites to use as solar parking canopy pilots 	<ul style="list-style-type: none"> • Increase ground-mount solar penetration, including an expanded solar canopy portfolio • Increase the amount of solar penetration from community shared solar installations • Launch at least one Solarize NYC campaign with a community shared solar offering • Commence construction on all City solar PPA sites, with an estimated 50% of PPA sites operational • Continue to support Offshore Wind Collaborative • Install the first solar parking canopy installations on City-owned property

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
3.1.1C. Increase the share of wind power in the City's power mix	MOS	In Progress/ Call for Action	The City issued an RFI to identify projects that would meet 100 percent of the City government electricity needs from renewable energy, an advancement toward 100 percent renewable energy for city municipal operations. The City is also conducting a review of offshore wind options and participates actively in the Northeast Offshore Wind Collaborative, which includes federal and state partners.	<ul style="list-style-type: none"> Finalize strategy for procuring 100% renewable power for City government operations Continue to engage state and federal agencies on importance to the city of the development of offshore wind and support the Collaborative Work with Bureau of Ocean and Energy Management (BOEM) and NYS to ensure a lease auction for offshore wind is issued 	<ul style="list-style-type: none"> Enter into one or more contracts for renewable energy Continue to engage state and federal agencies on importance to the city on the development of offshore wind and support the Collaborative Monitor progress on lease area
3.1.1D. Adopt smart grid technologies and reduce transmission bottlenecks	MOS	In Progress/ Call for Action	The City successfully advocated for the integration of customer benefits in the roll-out of Con Edison's advanced meter infrastructure (AMI) strategy; the Public Service Commission (PSC) directed Con Edison to develop a Customer Engagement Plan for AMI usage to inform its roll-out strategy. The Long Island Power Authority (LIPA) Rate Case filing was completed in June 2015. Money was allocated to expand the AMI network to allow two-way communications across the Public Service Enterprise Group (PSEG) Long Island service territory, which includes the Rockaways. In December 2015, the PSC found and determined that there was a transmission need driven by public policy requirements for new electric transmission facilities to provide additional transmission capacity to move power from upstate to downstate. The City expanded demand response program for City government facilities to winter (33 MW) and summer (48 MW) programs. The City added real-time monitoring at 100 accounts to help achieve enrolled reductions during demand response events. 21 building controls demonstrations have been completed and 15 are underway including two building energy storage demonstrations at City hospitals.	<ul style="list-style-type: none"> 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 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 Reach 45 MW enrolled Complete contraction for all IDEA Phase 3 technologies Launch IDEA Phase 4, focused on innovations in renewable energy 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's implementation 	<ul style="list-style-type: none"> Monitor progress of AMI rollout for Con Ed, National Grid, and LIPA Reach 50 MW enrolled Release reports on Phase 2 (battery storage) completed projects
3.1.1E. Expand decentralized power production	MOS	In Progress/ Partially funded and call for action	<p>The City launched the Community Energy Collaborative -- a group of city and state entities examining opportunities for high priority distributed community energy projects within New York City.</p> <p>The City also coordinated with nine teams who were awarded round one funding in NYSERDA's NY Prize program. These teams completed community microgrid feasibility studies at nine sites across New York City, seven of which include NYCHA facilities.</p> <p>At Riker's Island and City Hall, the City installed a 15 MW cogeneration plant and a 100 KW fuel cell, respectively. The City has begun preliminary analysis of cogeneration potential at Woodhull Hospital the 26th Ward Wastewater Treatment Plant, the latter as part of Con</p>	<ul style="list-style-type: none"> Complete map that will identify opportunities for community energy projects. Work with Community Energy Collaborative to identify high priority projects within New York City 	<ul style="list-style-type: none"> Align findings from Collaborative with ongoing work of NYC Retrofit Accelerator and Community Retrofit NYC

80 X 50

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	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/ Partially funded and call for action	The City, through DEP, has completed energy audits at each wastewater treatment plant to determine how much energy must be generated to close the energy gap and is developing a plan to reduce energy consumption and generate renewable energy on-site. Design is underway at the North River Wastewater Treatment Plant to install a 12 MW cogeneration system that will offset the use of 90 percent of utility electricity and over 1.7 million gallons of fuel oil, doubling the amount of digester gas used. The City has also been evaluating the feasibility of a cogeneration system at the Wards Island Wastewater Treatment Plant.	<ul style="list-style-type: none"> Complete design of the North River Wastewater Treatment Plant cogeneration system 	<ul style="list-style-type: none"> 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)					
3.1.2 Develop 80 x 50 action plan for the transportation sector	MOS	In Progress/ Budget neutral	The City, through MOS, convened advisors and city agencies to recommend strategies for the City's integrated 80x50 plan and developed sector specific strategies that will provide a roadmap to help the City reach 80x50.	<ul style="list-style-type: none"> Release action plan for how NYC will reduce GHG emissions 80 percent by 2050 	<ul style="list-style-type: none"> Publish progress made on implementing 80x50 plan
3.1.2A. Reduce carbon emissions from the City government vehicle fleet	MOS	In Progress/ Budget neutral	The City launched NYC Clean Fleet initiative to expand the City's Electrical Vehicle fleet to 2,000 vehicles and cut greenhouse gas emissions from the fleet by 50% all by 2025. The City has over 300 electric vehicles in its fleet and installed 270 electric vehicle charging stations. In early 2016, the City executed an operator contract for the Citywide Ferry Service (CFS). The contract requires the use of Best Available Technology that ensures CFS exclusively utilize vessels powered by engines meeting EPA's Tier 3 marine diesel engine emissions standards or better.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Order at least 100 more electric vehicles
Initiative 3: Build upon Zero Waste to reduce greenhouse gas emissions from the solid waste sector (Source: OneNYC 2015)					
3.1.3 Develop 80 x 50 action plan for the solid waste sector	MOS	In Progress/ Budget neutral	The City, through MOS, convened advisors and city agencies to recommend strategies for the City's integrated 80x50 plan and developed sector specific strategies that will provide a roadmap to help the City reach 80x50.	<ul style="list-style-type: none"> Release action plan for how NYC will reduce GHG emissions 80 percent by 2050 	<ul style="list-style-type: none"> Publish progress made on implementing 80x50 plan
Reduce and Track Greenhouse Gas Emissions (Source: PlaNYC 2011)					
Release an annual inventory of greenhouse gas emissions	MOS	Superseded	See OneNYC Initiative 3.1.1		

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Assess opportunities to further reduce greenhouse gas emissions by 80% by 2050	MOS	Superseded	See OneNYC Initiative 3.1.1		
Improve Energy Planning (Source: PlaNYC 2011)					
Increase planning and coordination to promote clean, reliable, and affordable energy	MOS	Superseded	See OneNYC Initiative 3.1.1		
Increase Our Energy Efficiency (Source: PlaNYC 2011)					
Implement the Greener, Greater Buildings Plan	MOS, DOB, LPC	Superseded	See OneNYC Initiative 3.1.4		
Improve our codes and regulations to increase the sustainability of our buildings	MOS, DOB, LPC	Superseded	See OneNYC Initiative 3.1.4		
Improve compliance with the energy code and track green building improvements citywide	MOS, DOB, LPC	Superseded	See OneNYC Initiative 3.1.4		
Improve energy efficiency in smaller buildings	MOS, DOB, LPC	Superseded	See OneNYC Initiative 3.1.4		
Improve energy efficiency in historic buildings	MOS, DOB, LPC	Superseded	See OneNYC Initiative 3.1.4		
Provide energy efficiency financing and information	MOS, DOB, LPC	Superseded	See OneNYC Initiative 3.1.4		
Create a 21st century energy efficiency workforce	MOS, DOB, LPC	Superseded	See OneNYC Initiative 3.1.4		
Make New York City a knowledge center for energy efficiency and emerging energy strategies	MOS, DOB, LPC	Superseded	See OneNYC Initiative 3.1.4		
Provide energy efficiency leadership in City government buildings and operations	MOS, DOB, LPC	Superseded	See OneNYC Initiative 3.1.4		
Expand the NYC Carbon Challenge to new sectors	MOS, DOB, LPC	Superseded	See OneNYC Initiative 3.1.4		

80 X 50

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 4: Continue implementation of One City: Built to Last (Source: OneNYC 2015)					
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 Prog/ Funded	<p>The City, through a coalition of agencies, has continued to implement the 22 initiatives outlined in One City: Built to Last. The City, through MOS, continued to convene a technical working group comprised of real estate industry members, architects, engineers, labor unions, academics, affordable housing experts, and environmental advocates to help inform future policies that will help NYC's buildings reach its GHG reduction goals. The City released the most comprehensive study of NYC's building energy use ever completed and the largest study of this kind in the world. The study identified 100 energy conservation measures that have the potential to yield deep reductions in GHG emissions from New York City's buildings. To assist privately-owned buildings implement energy and water upgrades, The City launched the NYC Retrofit Accelerator, a free one-stop resource that provides one-on-one assistance to guide building decision-makers through the retrofit process and connect them to existing incentive, financing, and educational resources. The Retrofit Accelerator also continues the mission of NYC Clean Heat by assisting buildings burning #4 heating oil convert to cleaner fuels.</p> <p>19 of New York City's iconic hotels joined the NYC Carbon Challenge program since launch in December 2015; participants represent more than 10 million square feet and 12,000 rooms. The program also expanded to include more than 700 multifamily buildings and 12 participants have committed to a 50 percent reduction in GHG emissions by 2025.</p> <p>The City, through DCAS, has also continued to implement a variety of programs to reach the goal for City-owned buildings of a 35 percent reduction by 2025. The City awarded over \$146 million of funding for projects across 18 agencies through the Accelerated Conservation and Efficiency (ACE) program, including \$108 million for the 4th Round completed in August—the program's largest allocation to date. Through the Expenses for Conservation and Efficiency Leadership (ExCEL) program, the City awarded 126 ExCEL applications from 25 City agencies, including 10 cultural organizations, for a total of over \$10 million in expense funding as part of the FY16 program. The City continued to implement its Innovative Demonstrations for Energy Adaptability (IDEA) program with 21 building controls demonstrations completed and 26 underway including two building energy storage demonstrations at City hospitals. The City launched IDEA Phase 3, focusing on HVAC technologies, 12 technologies selected for participation. The City also continued to participate in Demand Response (DR) programs that meet state and local grid requirements to reduce energy use during peak times. The City also began agency training to leverage the real-time electricity monitoring capabilities provided through DR program. The City continued to implement its Preventative Maintenance (PM) program and awarded 4 agencies with funding to develop PM programs. The City is making swift strides towards its commitment to retrofit all of the 3,000 significant energy-consuming buildings in the City's portfolio by 2025. As of today, the City has at least one retrofit project underway or completed in roughly 840 buildings. Since last April, we have initiated new projects in over 300 buildings, including 127 new to the Built to Last program.</p> <p>To address energy use in NYC's public housing, the City is working with NYCHA as it continues to pursue a series of large-scale energy efficiency upgrades through the US Department of Housing and Urban Development's Energy Performance Contracting (EPC) program. The Energy Service Company (ESCO) has been selected and the investment grade audit for the first EPC has been completed, with the RFP for the second and third EPC issued. To date, the EPC series includes 130 developments. The City worked with NYCHA on their Next Generation NYCHA Comprehensive Sustainability Agenda, released in April 2016.</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 target 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 • Launch Community Retrofit NYC 	<ul style="list-style-type: none"> • Continue to implement strategies to reduce GHGs from all buildings in NYC • 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

80 X 50

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
			<p>Since April 2015, the City has worked with local employers, industry-leaders, and training providers to refine program curriculum and delivery. In partnership with CUNY and other local providers, program launch is expected for the summer of 2016.</p> <p>The City, through HPD, coordinated with the Housing Development Corporation (HDC) on a Green Physical Needs Assessment tool, which is now required for nearly all HPD and HDC financed projects that previously required a capital needs assessment. The City and State, through HPD and HDC, also jointly released a list of qualified GPNA providers. Additionally, the City launched the Green Housing Preservation Program, which provides no- and low-cost financing for energy and water improvements along with moderate rehabilitation work, for small- to mid-sized multifamily buildings.</p> <p>The City has worked with stakeholders to develop legislation that would expand the Greener Greater Buildings Plan (GGBP) to include all buildings over 25,000 square feet in floor area, lowering the previous square footage cut off of over 50,000 square feet. As part of this anticipated expansion, the City launched the NYC Benchmarking Help Center to provide technical assistance and support for all covered buildings in the benchmarking process.</p> <p>The City, through the Department of Buildings (DOB), initiated and completed a review of the proposed New York State Energy Conservation Code (NYSECC) with its advisory committees and has drafted the proposed update to the NYCECC. The City has expanded energy code enforcement under the Alteration Type 2 Pilot program, implementing plan examination and inspections for small alteration projects. The data collection will end in August 2016, and data analysis will reveal preferred approach for long-term enforcement.</p> <p>In 2015, Cool Roofs fully integrated its workforce development operations with Workforce1 and completed an abbreviated season having coated over 100,000 square feet and provided workforce training opportunities for 23 Workforce1 candidates.</p> <p>The City and NYCEDC announced UrbanTech NYC, a comprehensive program to help cleantech and smart cities entrepreneurs address New York City's most pressing urban challenges. NYCEDC continues to support early-stage companies through the Urban Future Lab, the City's flagship center for cleantech and smart cities startups.</p>	<ul style="list-style-type: none"> 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"> Move towards program goal of completing 500 Community Retrofit NYC projects by spring 2019 Expand Carbon Challenge program into at least two new sectors and double size of the residential property management and Commercial Office Challenge Train 300 building operators 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 Launch at least one Solarize NYC campaign with a community shared solar offering Coat one million square feet of rooftop and provide training and job-connection services for 75 New Yorkers

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Provide Cleaner, More Reliable, and Affordable Energy (Source: PlaNYC 2011)					
Support cost-effective re-powering or replacement of our most inefficient and costly in-city power plants	MOS, EDC, DEP, DCAS	Superseded		See OneNYC Initiative 3.1.1	
Encourage the development of clean distributed generation	MOS, EDC, DEP, DCAS	Superseded		See OneNYC Initiative 3.1.1	
Foster the market for renewable energy in New York City	MOS, EDC, DEP, DCAS	Superseded		See OneNYC Initiative 3.1.1	
Modernize Our Transmission and Distribution System (Source: PlaNYC 2011)					
Encourage conversion from highly polluting fuels by increasing natural gas transmission and distribution capacity and improving reliability	MOS, DCAS, NYCHA	Superseded		See OneNYC Initiative 3.1.1	
Ensure the reliability of New York City power delivery	MOS, DCAS, NYCHA	Superseded		See OneNYC Initiative 3.1.1	
Develop a smarter and cleaner electric utility grid for New York City	MOS, DCAS, NYCHA	Superseded		See OneNYC Initiative 3.1.1	

80 X 50



GOAL 2: NEW YORK CITY WILL SEND ZERO WASTE TO LANDFILLS BY 2030

Initiative 1: Expand the NYC Organics program to serve all New Yorkers by the end of 2018 (Source: OneNYC 2015)						
ZERO WASTE	3.2.1 Expansion of NYC Organics program	DSNY	In Progress/ Partially funded	The City, through DSNY, expanded its curbside organics program and now offers service to around 700,000 residents. During fall 2016, the City submitted the final LL77 pilot report. Over the year, the City collaborated with non-profit partners and NYC Service Corps to provide ongoing outreach to the Organics Program neighborhoods. The City will introduce curbside organics collection in high rise buildings throughout Manhattan and will resume the seasonal leaf collection program in the fall of 2016.	<ul style="list-style-type: none"> Expand curbside organics collection in fall 2016 to provide access to over 1 million residents and resume seasonal leaf collection program 	<ul style="list-style-type: none"> Continue expansion of curbside organics
	3.2.1A. Develop additional organics sorting and processing capacity in New York City and the region	DSNY	In Progress/ Partially funded	The City, through DSNY, released a bid and issued awards for organics processors capable of handling NYC residential material.	<ul style="list-style-type: none"> Work to have adequate processing capacity to significantly expand NYC organics collection by fall 2016 	<ul style="list-style-type: none"> Work to have adequate contracted processing capacity to expand NYC organics collection citywide by the end of 2017
	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/ Partially funded	In 2016, the City, through DEP, coordinated with Waste Management to complete construction of a demonstration project that processes organic waste at the Newtown Creek Wastewater Treatment Plant. This demonstration project will gradually increase the intake of food waste to 250 tons per day over the next three years. The City also provided input on National Grid's gas-to-grid project, which is approaching 90% design.	<ul style="list-style-type: none"> Begin processing organic material at the Newtown Creek Wastewater Treatment Plant Begin construction of the gas-to-grid project 	<ul style="list-style-type: none"> Process at least 100 tons per day of organic material at the Newtown Creek Wastewater Treatment Plant Begin operation of the gas-to-grid project

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
ZERO WASTE	3.2.1C. Expand community composting opportunities in all five boroughs	DSNY	In Progress/ Funded	More than 225 community compost sites across all five boroughs have been opened as a part of the City's NYC Compost Project. The number of City food scrap drop-off locations has grown to 74 (some operating seasonally). The City also released a pilot program which allows qualifying community composting organizations to collect organic material from commercial establishments for the purposes of composting it locally.	<ul style="list-style-type: none"> Expand the capacity of community composting sites, and support development of new sites Develop a program to recognize community composters that operate with best practices 	<ul style="list-style-type: none"> Support interested community composters to seek DEC registration or approval 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)					
	3.2.2 Develop a plan to convert all curbside recycling collections from dual-stream to single-stream	DSNY	In Progress/ Partially funded	The City, through DSNY, is investigating the option to modify SIMS recycling facilities to accommodate single-stream recycling by 2020.	<ul style="list-style-type: none"> Finalize capital upgrades needed and identify funding sources 	<ul style="list-style-type: none"> Begin capital improvements to accommodate single-stream recycling
	3.2.2A. Create and expand markets for recycled materials	DSNY, MOS	In Progress/ Partially funded	The City, through DSNY, has participated in working groups that aim to strengthen tools to market recyclables and harmonize classification terminology and has worked directly with brand owners to discuss designing for recyclability and making commitments to increase recycled content. The City, through DSNY, will convene relevant industry groups, organizations, and other cities to address the issue of glass recycling in spring 2016. Recycling in the City has also increased, with paper waste reduced by over 6.5 million pounds and the preliminary phase of the B.Y.O. campaign a success: 157 million fewer plastic bags going to landfill in NYC, a 28% increase in recycling of plastic water bottles, over 10,000 New Yorkers making pledges to carry reusable bottles, and over \$2 million in financial savings for the City. ReuseNYC, similarly, has added new partners and continued to expand its advocacy for reuse in various sectors. In 2015 alone, 29.8 million pounds of goods were donated and reused through ReuseNYC partners.	<ul style="list-style-type: none"> Launch Phase 2 of BYO campaign comprised of digital and city-owned media and continue GreenNYC's many other campaigns to reduce waste including Stop Junk Mail and BYO Research and develop strategy for campaign to reduce floatables Continue to promote Stop Junk Mail tool Develop 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 	<ul style="list-style-type: none"> Launch Phase 3 of BYO campaign comprised of retail partnerships, tourism targeting and citywide public education Launch floatables campaign Continue to promote Stop Junk Mail tool Launch marketing materials for MulchFest 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)					
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/ Budget neutral	The City has collaborated with the Council on legislation that will reduce waste and encourage New Yorkers to bring their own bags through placing a five cent fee on carryout bags. Based on the experience of other cities, the City projects that a five cent fee could reduce plastic and paper bag waste by approximately 60%. The City will be working with retail associations and retailers to provide free reusable bags to New Yorkers in advance of this fee going into effect, and periodically in the years to come.	<ul style="list-style-type: none"> Make a second determination on the recyclability of EPS foam 	<ul style="list-style-type: none"> Work with DOE to identify opportunities to reduce contamination in the organic waste stream, i.e. by procuring compostable serviceware 	

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 4: Give every New Yorker the opportunity to recycle and reduce waste, including at NYCHA housing (Source: OneNYC 2015)					
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	In Progress/ Budget neutral	The City, through NYCHA, has reached 850 NYCHA buildings, comprising 150,000 residents, with services including recycling facility installation, recycling training, and collection service. Facilitated by a team comprised of NYCHA staff, DSNY staff, GrowNYC staff and volunteers, and Green City Corps fellows, 125 trainings to date, educational events and workshops have been conducted. The Environmental Ambassadors resident recycling education volunteer program was launched by GrowNYC in early 2016.	<ul style="list-style-type: none"> Ensure all NYCHA developments covered under the NYCHA Recycles! Program, and initial education and training completed at all developments 	<ul style="list-style-type: none"> 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)					
3.2.5 The City is developing capacity and working with schools to achieve zero waste	DSNY, MOS, DOE	In Progress/ Partially funded	The City, through DOE and DSNY, will roll out Zero Waste Schools in 2016. The City has already eliminated polystyrene trays from school cafeterias and landfills, meaning hundreds of thousands of lunches are now served on compostable plates.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Continue with roll-out of Zero Waste schools
Initiative 6: Expand opportunities to reuse and recycle textiles and electronic waste (Source: OneNYC 2015)					
3.2.6 The City is expanding opportunities to recycle electronics and textiles	DSNY	In Progress/ Budget neutral	Textile and e-waste collection programs together resulted in over 5 million pounds of material collected and diverted. 6,700 buildings are now enrolled in the e-cycleNYC apartment building program, with 4 million pounds of material collected and diverged from landfill through apartment program, safe events, garage program and special waste drop off sites. Textile diversion through the re-fashion program has also grown to cover over 1,000 buildings. The City expanded the number of Solvents, Automotive, Flammables, and Electronics (SAFE) disposal events from 5 to 10 in 2015, diverting more than 700,000 pounds of household hazardous waste in 2015. The City also expanded drop-off site hours in all five boroughs to make it possible for residents to drop-off special waste every Saturday and the last Friday of the month.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
Initiative 7: Develop an equitable blueprint for a Save-As-You-Throw program to reduce waste (Source: OneNYC 2015)					
3.2.7 Explore a blueprint for incenting individuals to throw away less trash	DSNY	In Progress/ Funded	The City, through DSNY, held its first external stakeholder meeting in November 2015. In January 2016, DSNY met with smaller topical working groups and convened the plenary group in early 2016 to work on next steps.	<ul style="list-style-type: none"> Work with stakeholders to develop the blueprint for a Save-As-You-Throw pilot 	<ul style="list-style-type: none"> Work with stakeholders to develop the blueprint for a Save-As-You-Throw pilot

ZERO WASTE

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 8: Reduce commercial waste by 90 percent by 2030 (Source: OneNYC 2015)					
3.2.8A. Conduct a comprehensive study of commercial waste collection zones	DSNY, BIC, MOS	In Progress/ Funded	The City, through DSNY and BIC, engaged a consultant to carry out the first phase commercial carting study to understand the industry landscape and the potential economic and environmental impacts of the establishment of waste collection zones. The findings are anticipated to be released later this spring.	<ul style="list-style-type: none"> Identify phase two scope of study in order to complete comprehensive commercial waste collection zone study 	
3.2.8B. Encourage periodic waste audits for large commercial buildings	DSNY, MOS	In Progress/ Funded	The City, through MOS, launched the Mayor's Zero Waste Challenge with 40 participating companies across the five boroughs and six sectors. The participants committed to divert at least 50% of waste from landfill or incineration by June 15, 2016.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Launch commercial building waste reduction and diversion program with the partnership of private haulers, the BIC, and DSNY
3.2.8C. Create a Zero Waste challenge program for large commercial waste generators	DSNY, MOS	In Progress/ Funded	The City, through MOS, launched the Mayor's Zero Waste Challenge for businesses in February 2016 with participants from a variety of sectors including arenas, hotels, restaurants, caterers, grocery stores, commercial tenants, building owners, universities, TV productions, and food wholesalers. The Challenge asks that all participants commit to reaching a 50% diversion rate (from landfill and incineration) by June 2016	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Launch 2017 Mayor's Zero Waste Challenge
3.2.8D. Revise the commercial recycling rules to make recycling easier for businesses	DSNY	In Progress/ Funded	The City published new commercial recycling rules in January 2016, after going through the City Administrative Procedure Act process.	<ul style="list-style-type: none"> Begin education and outreach to NYC businesses 	<ul style="list-style-type: none"> Finalize plan for enforcing commercial recycling rules and begin enforcement
3.2.8E. Require all food service establishments to source-separate food waste	DSNY	In Progress/ Funded	The City made a designation in July 2015 to require food service establishments in hotels with 150 or more rooms, arenas, and covered food manufacturers and wholesalers, to comply with LL 146. Proposed rules were published in January, 2016.	<ul style="list-style-type: none"> Conduct outreach and education with establishments covered by LL 146 and finalize enforcement plan <p>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.</p>	<ul style="list-style-type: none"> Begin enforcement of commercial recycling rules
Reduce Waste By Not Generating It (Source: PlaNYC 2011)					
Promote waste prevention opportunities	MOS	Superseded		See OneNYC initiative 3.2.2A See OneNYC initiative 3.2.2A See OneNYC initiative 3.2.2A	
Increase the reuse of materials	MOS	Superseded		See OneNYC initiative 3.2.2A, 3.2.4, 3.2.6, & 3.2.8 See OneNYC initiative 3.2.2A See OneNYC initiative 3.2.2A	

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
ZERO WASTE					
Increase the Recovery of Resources from the Waste Stream (Source: PlaNYC 2011)					
Incentivize recycling	DSNY, MOS, DEP, EDC	Superseded	See OneNYC initiative 3.2.2 & 3.2.8C		
Improve the convenience and ease of recycling	DSNY, MOS, DEP, EDC	Superseded	See OneNYC initiative 3.2.2, 3.2.4, 3.2.5, & 3.2.8D		
Revise City codes and regulations to reduce construction and demolition waste	MOS, DEP, DDC	Superseded	See OneNYC initiative 3.2.2, 3.2.4, 3.2.5, & 3.2.8D		
Create additional opportunities to recover organic material	DSNY, MOS, DEP, EDC	Superseded	See OneNYC initiative 3.2.1 & 3.2.8E		
Identify additional markets for recycled materials	DSNY, MOS, DEP, EDC	Superseded	See OneNYC initiative 3.2.2A		
Pilot conversion technologies	DSNY, MOS, DEP, EDC	Cancelled	Proposals were received to develop a conversion technology facility to dispose of waste. The RFP was cancelled in 2014 because none of the proposals were cost-effective, there were also siting concerns raised by elected officials and residents.		
Improve the Efficiency of the Waste Management System (Source: PlaNYC 2011)					
Reduce the impact of the waste system on communities	DSNY	Superseded	See OneNYC initiative 3.2.2A		
Improve commercial solid waste management data	DSNY	Superseded	See OneNYC initiative 3.2.8.		
Remove toxic materials from the general waste stream	DSNY	Superseded	See OneNYC initiative 3.2.6.		
Reduce the City Government's Solid Waste Footprint (Source: PlaNYC 2011)					
Revise City government procurement practices	MOS, DSNY, MOCS	Completed	See OneNYC Initiative 3.2.8		
Improve the City government's diversion rate	MOS, DSNY	Completed	See OneNYC Initiative 3.2.8		



GOAL 3: AIR QUALITY

New York City will have the best air quality among all large U.S. cities by 2030

Initiative 1: Enforce the updated DEP Air Pollution Control Code (Source: OneNYC 2015)

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/ Funded	Since the passage of the updated Air Code, the City, through DEP, has met with agencies and external stakeholders to craft the necessary regulations to implement the updated Air Pollution Control Code, and DEP will promulgate new rules by the code's effective date, May 6, 2016. To enhance air compliance and enforcement capability, DEP has added 8 air inspectors, which has allowed DEP to deploy inspectors on weekends and evenings when many air and noise complaints occur. These additions will also increase the number of inspections across the City, enabling DEP to send inspectors to more events and projects to ensure compliance with the Air and Noise Codes.	<ul style="list-style-type: none"> Establish new Air Pollution Control Code rules (non-exceptions) 	<ul style="list-style-type: none"> Establish new Air Pollution Control Code rules—existing commercial charbroilers (chain-driven)
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Initiative 2: Identify additional targeted air-quality improvements through data analysis and community engagement (Source: OneNYC 2015)

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	Not Started/ Call for Action	In November 2015, the City enacted a bill that codified the New York City Community Air Survey (NYCCAS), which will continue to produce annual reports on neighborhood air quality that describe air pollutant trends and the sources that contribute to poor air quality in City neighborhoods. NYCCAS monitors criteria air pollutants at street-level throughout the city, providing essential data for designing policy, evaluating trends, and characterizing air pollution exposure, routinely producing reports on neighborhood air quality. The City, through DOHMH, seeks to build on this momentum by developing a community air quality “citizen science” toolkit to provide communities tools and guidance to participate in air quality evaluations. The City also plans to expand upon the DOHMH’s Environment and Health Data portal by including neighborhood-level sustainability indicators and reports and creating educational modules to be used in schools and community based organizations. These initiatives are subject to available funding. In October 2015, the City coordinated with NYCCAS partners at City University of New York (CUNY) to convene the first ever New York City Air Quality Symposium, bringing together approximately 100 participants to share information on the current state of NYC’s air and connect a diverse group of stakeholders. Input provided at the symposium will be used to inform methods for future resident engagement in air quality assessments.	<ul style="list-style-type: none"> Continue to seek funding for this initiative 	<ul style="list-style-type: none"> Pending funding, hiring, and procurement - begin developing toolkits and community outreach methods
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AIR QUALITY

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 3: Accelerate conversions of residual heating oil boilers in buildings (Source OneNYC 2015)					
3.3.3. Work with building owners to convert to cleaner burning fuels	MOS	In Progress/ Budget neutral	The Retrofit Accelerator was launched in September 2015, and has assisted buildings to convert off of #6 heating oil. The program's staff will continue to work with buildings burning #4 heating oil to convert to cleaner fuels in advance of the 2030 deadline. All buildings burning #6 heating fuel that were required to convert have complied with Local Law 43.	<ul style="list-style-type: none"> Use the Retrofit Accelerator to assist building owners to transition off #4 fueling oil 	<ul style="list-style-type: none"> Use the Retrofit Accelerator to assist buildings owners to transition off #4 fueling oil
Initiative 4: Cut emissions from mobile sources (Source: OneNYC 2015)					
3.3.4A. Reduce emissions from the City fleet	DCAS	In Progress/ Budget neutral	The City, through DCAS and the Mayor's Office, launched NYC Clean Fleet to expand EV fleet to 2,000 vehicles and cut GHG from the fleet by 50% by 2025. The City published the results of the For-Hire Vehicle Transportation Study, which, among other things, evaluated the impact of the growth in the for-hire sectors on traffic congestion and air quality, in January 2016.	<ul style="list-style-type: none"> Order first 200 out of 2,000 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 	<ul style="list-style-type: none"> Order at least 100 more electric vehicles
3.3.4B. Reduce emissions from private truck fleets and for-hire vehicles	MOS	In Progress/ Call for action	In 2015, the City's Hunt Point Clean Truck initiative reached its target of replacing 500 older and dirtier trucks. To date, the program has also resulted in six truck emissions retrofits and 24 truck scrap pages.	<ul style="list-style-type: none"> Work to secure additional federal funding to expand the program to other areas of the city with high-levels of truck activity 	<ul style="list-style-type: none"> 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	The MTA is continuing its gateless tolling pilot at the Henry Hudson Bridge and has allocated \$82 million in the 2015-2019 Capital Plan to reconstruct the toll plaza and convert it to open road tolling. This project will serve as a model for other future implementations of gateless tolling. The MTA is also working with the State Department of Motor Vehicles to stiffen penalties against drivers who repeatedly fail to pay tolls. Under the proposed rule, persistent toll evaders may have their vehicle registrations suspended. A more effective deterrent to toll evasion will enable the MTA to expand gateless tolling to other bridges and tunnels. The new DMV rule is scheduled to be formally adopted in April 2016.	<ul style="list-style-type: none"> Continue to encourage the MTA to expand gateless tolling to other MTA bridges and tunnels 	<ul style="list-style-type: none"> Continue to encourage the MTA to expand gateless tolling to other MTA bridges and tunnels
Understand the Scope of the Challenge (Source: PlaNYC 2011)					
Monitor and model neighborhood-level air quality	DOHMH	Superseded	See OneNYC 3.3.1		
Reduce Transportation Emissions (Source PlaNYC 2011)					
Reduce, replace, retrofit, and refuel vehicles	DCAS, DOT, TLC, MOS, EDC	Superseded	See OneNYC 3.1.2A		

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
AIR QUALITY	Facilitate the adoption of electric vehicles	DCAS, DOT, TLC, MOS, EDC	Superseded	See OneNYC 3.1.2A		
	Reduce emissions from taxis, black cars, and for-hire vehicles	DCAS, DOT, TLC, MOS, EDC	Superseded	See OneNYC 3.1.2A		
	Reduce Illegal Idling	DCAS, DOT, TLC, MOS, EDC	Superseded	See OneNYC 3.1.2A		
	Retrofit ferries and promote the use of cleaner fuels	DCAS, DOT, TLC, MOS, EDC	Superseded	See OneNYC 3.1.2A		
	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	The Port Authority will contribute an additional \$1.2M to the program. Effective March 1 2016, all new trucks entered into the Drayage Truck Registry must meet or exceed federal EPort Authority on road emission standards for 2007 model year heavy duty diesel fueled engines. NYCEDC negotiated a mandate in its lease with Phoenix Beverage at Red Hook Pier 11 to convert its entire fleet of trucks (100 trucks) to CNG within seven years.	<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. 	<ul style="list-style-type: none"> Work with the Port Authority to complete the Truck Replacement Plan. Effective January 1, 2018 the oldest most polluting trucks with engine model years 1994 and 1995 will be banned from the port (one additional year than originally planned) The committed funding (\$102M total) is sufficient to provide a grants for each of the 1994 & 1995 trucks.
	Reduce Emissions from Buildings (Source: PlaNYC 2011)					
	Promote the use of cleaner-burning heating fuels	MOS	Superseded	See OneNYC initiative 3.3.3 and 3.1.4		
	Update Codes and Standards (Source: PlaNYC 2011)					
	Update our codes and regulations to improve indoor air quality	DEP	Superseded	See OneNYC 3.3.1		
	Update our air quality code	DEP	Superseded			



GOAL 4: BROWNFIELDS

New York City will clean up contaminated land to address disproportionately high exposures in low-income communities and convert land to safe and beneficial use

Initiative 1: Accelerate cleanup of brownfields to improve public safety and encourage private investment in new development on brownfield sites (Source: OneNYC 2015)

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	The City, through OER, has completed cleanup and redevelopment of 236 tax lots since 2014 and has achieved 31% of its OneNYC goal of 750 tax lots by April 2019. Significant progress has been made toward attainment of this initiative. The Brownfield Jumpstart program was funded in the FY 2016 budget and was formally launched. The program supports 24 affordable and supportive housing projects and industrial projects to enroll in the NY State Brownfield Cleanup Program over the next two years. Additionally, FAST (Financial Assistance Search Tool) was launched to help navigate the City brownfield grant programs.	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	Clean up and redevelop 375 tax lots in OER remedial programs
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Initiative 2: Support community engagement by establishing place-based community brownfield planning areas (Source: OneNYC 2015)

3.4.2. Support community engagement by establishing place-based community brownfield planning areas	OER	In progress/ Budget neutral	To ensure the City provides authentic engagement of communities, the City, through OER, established the Place-Based Community Brownfield Planning Program to support low-income neighborhoods that have a disproportionately high occurrence of brownfields. Significant progress for this initiative includes the designation of five new Place-Based Community Brownfield Planning areas and completion of existing conditions studies for these neighborhoods (Stapleton, Staten Island; Red Hook, Brooklyn; Jerome Avenue, Bronx; and Edgemere and Farmers Boulevard in Queens).	<ul style="list-style-type: none"> Designate five new Place-Based Community Brownfield Planning Areas in NYC neighborhoods 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 Established 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 	<ul style="list-style-type: none"> Designate and support 10 new Place-Based Community Brownfield Planning Areas Clean-up and redevelop 185 tax lots in low- and moderate-income communities in OER remedial programs Clean-up and redevelop community supported projects on 20 tax lots in OER remedial programs
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Initiative 3: Facilitate clean-up of properties in coastal flood zones to reduce environmental risks from storm surge (Source: OneNYC 2015)

3.4.3. Facilitate clean-up of properties in coastal flood zones to reduce environmental risks from storm surge	OER	In Progress/ Budget neutral	The City established new grants to accelerate land cleanup in the coastal flood zone and, through OER, completed 20 resilience surveys and reports of cleanup and development projects that identify best methods to achieve climate change resilience. A report to be published on the city's programs to improve resilience on remediated land is currently in development. The City, with OER, also designated three new Place-Based Community Brownfield Planning Areas in areas heavily impacted by Hurricane Sandy including Stapleton, Staten Island; Red Hook, Brooklyn; and Edgemere, Queens.	<ul style="list-style-type: none"> Publish report on climate change resilience implementation on brownfield development projects 	<ul style="list-style-type: none"> Launch SPEED 2.0, an online community brownfield planning and resilience mapping tool
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BROWNFIELDS

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Develop Programs to Accelerate Brownfield Cleanup and Redevelopment (Source: PlaNYC 2011)					
Increase participation in the NYC Voluntary Cleanup Program by partnering with lenders and insurers	OER	Completed			
Increase the capacity of small businesses and small- and mid-size developers to conduct brownfield cleanup and redevelopment	OER	Completed			
Enable the identification, cleanup, and redevelopment of brownfields	OER	Superseded	See OneNYC initiative 3.4.1		
Build upon existing state and federal collaborations to improve the City's brownfield programs	OER	Superseded	See OneNYC initiative 3.4.1		
Strengthen Incentives for Brownfield Cleanup and Redevelopment (Source: PlaNYC 2011)					
Study the economic value of brownfield redevelopment in New York City	OER	Completed			
Leverage the NYC Voluntary Cleanup Program to establish funding and other incentives for cleanup and redevelopment	OER	Completed			
Deepen Our Commitment to Communities for Community Brownfield Planning, Education, and Service (Source: PlaNYC 2011)					
Support community-led planning efforts	OER	Completed			
Support local and area-wide community brownfield planning efforts	OER	Superseded	See OneNYC initiative 3.4.2		
Increase the transparency and accessibility of brownfield cleanup plans	OER	Completed			
Expand the Use of Green Remediation (Source: PlaNYC 2011)					
Promote green remediation in the NYC Brownfield Cleanup Program	OER	Completed			
Promote green space on remediated brownfield properties	OER	Completed			



GOAL 5: WATER MANAGEMENT

New York City will mitigate neighborhood flooding and offer high-quality water services

WATER MANAGEMENT

Initiative 1: Protect the City's water supply and maintain the reliability and resiliency of the water supply system (Source: OneNYC 2015)

3.5.1. The City is committed to having safe and fresh drinking water for all New Yorkers	DEP	In Progress/ Funded	The City has continued a robust water supply infrastructure investment program, including projects such as a new tunnel to bring water from Kensico Reservoir to the Catskill/Delaware Ultraviolet Disinfection Facility, completion of the Brooklyn/Queens leg is City Water Tunnel No. 3, significant upgrades to the Hillview Reservoir in Yonkers, and the optimization of the Catskill Aqueduct. In February 2016, The City, through DEP, substantially completed construction of the first phase of a \$1.0 billion project to repair a leaking section of the Delaware Aqueduct. In advance of the 2017 FAD review, a comprehensive assessment of the existing program and of water quality trends was completed. The summary confirmed that the programs and investments NYC has made over the past decade in watershed protection and infrastructure have maintained the high quality of our water supply.	<ul style="list-style-type: none"> • Complete the Shaft 4 Interconnection Project • Submit a revised Long-Term Watershed Protection Plan to NYSDOH for the 2017 FAD • Launch a grant program of up to \$1 million per year to encourage on-site water reuse on private properties • Begin drilling for the Delaware Aqueduct Bypass Tunnel 	<ul style="list-style-type: none"> • Complete in-house design of the Kensico-Eastview Connection Tunnel • Complete negotiations for the 2017 FAD • Award the design services contract for modifications at Hillview Reservoir
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Initiative 2: Install or repair 500 water fountains and water bottle refilling stations across the five boroughs (Source: OneNYC 2015)

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 46 fountains and bottle refillers.	<ul style="list-style-type: none"> • Install or replace fountains and refillers in 20 parks and 60 schools 	<ul style="list-style-type: none"> • Identify opportunities for an additional \$500,000 worth of drinking fountains and bottle refillers
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Initiative 3: Expand green infrastructure and smart design for stormwater management in neighborhoods across the city (Source: OneNYC 2015)

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/ Budget neutral	The City, through DEP, continued to spearhead the full-scale implementation of green infrastructure in Combined Sewer Overflow Tributary Areas. The Ten Year Capital Strategy contains \$804.5 million for green infrastructure, including right-of-way bioswales and stormwater green streets, and porous pavement. In 2016, the City broke ground on its 3,400th green infrastructure practices since 2011. To date, 500 green infrastructure installations (right-of-way bioswales) have been completed, and 2,900 more are in the pipeline. In addition, the City has initiated preliminary investigations to identify potential sites and designs for green infrastructure installations in separately sewer areas of the city.	<ul style="list-style-type: none"> • Submit the CSO Performance Metrics Report and the Green Infrastructure Contingency Plan to NYS DEC 	<ul style="list-style-type: none"> • 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 and Brookeville bluebelts
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Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
3.5.3A. Alleviate flooding in Southeast Queens	DEP	In Progress/ Funded	In Southeast Queens, the City, through DEP, is pursuing an integrated strategy that combines storm sewers with targeted green infrastructure installations. The City completed geotechnical investigations for right-of-way green infrastructure in 2015, and is coordinating with DEP and its partner agencies to vet the candidate green infrastructure locations to reach the target of 200 right-of-way bioswales. The city, through DEP, has also conducted site investigations at three parks, and will be proceeding with designs for green infrastructure retrofits. In addition, the City is working to incorporate green infrastructure into schoolyard renovations at two locations through a partnership between DEP and the SCA. The City was also awarded NYSERDA grants for energy and water efficiency projects, which could incorporate green infrastructure elements.	<ul style="list-style-type: none"> Initiate design of green infrastructure on public land Complete an engineering study to assess the 50 hardest hit flooding grids and identify site-specific solutions for each grid Begin construction on Baisley Pond Bluebelt 	<ul style="list-style-type: none"> Issue RFP for green infrastructure construction on public land Initiate construction of right-of-way green infrastructure Continue construction on Baisley Pond Bluebelt
Initiative 4: Reduce pollution from stormwater runoff (Source: OneNYC 2015)					
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 August 2015, NYSDEC issued New York City an MS4 permit. Immediately following the issuance, the City, through DEP, initiated interagency and stakeholder working groups to begin working on key MS4 permit provisions on public outreach, industrial and commercial facilities, floatables, good housekeeping for municipal facilities, and GIS mapping. The city, through MOS and DEP, submitted the interim floatables media campaign plan in October 2015 and launched the campaign in April 2016.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
Continue Implementing Grey Infrastructure Upgrades (Source: PlaNYC 2011)					
Upgrade wastewater treatment plants to achieve secondary treatment standards	DEP	Completed			
Upgrade treatment plants to reduce nitrogen discharges	DEP	Completed			
Complete cost-effective grey infrastructure projects to reduce CSOs and improve water quality	DEP	Completed			
Expand the sewer network	DEP	Superseded	See OneNYC Initiative 3.6.3A		
Optimize the existing sewer system	DEP	Completed			
Use Green Infrastructure to Manage Stormwater (Source: PlaNYC 2011)					
Expand the Bluebelt program	DEP	Superseded	See OneNYC initiative 3.6.3		
Build public green infrastructure projects	DEP	Superseded	See OneNYC initiatives 3.6.3 & OneNYC 3.6.3A		

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Engage and enlist community stakeholders in sustainable storm water management	DEP	Completed			
Modify codes to increase the capture of storm water	DEP	Superseded	See OneNYC initiative 3.6.4		
Provide incentives for green infrastructure	DEP	Completed			
Remove Industrial Pollution from Waterways (Source: PlaNYC 2011)					
Actively participate in waterway clean-up efforts	DEP, MOS	Ongoing	In May 2015, the City, through DEP, commenced construction of bending weirs and floatables control to reduce CSOs and reduce floatables in Newtown Creek. In June 2015, The City submitted site recommendations to EPA for two CSO tanks along the Gowanus Canal and continued conversations with EPA and National Grid regarding environmental investigations in support of the Superfund work at Newtown Creek. The City also conducted research and developed a strategy for a campaign to reduce floatables.	<ul style="list-style-type: none"> Begin dredging at Flushing Bay Commence construction of High Level Storm Sewers in the Gowanus Canal area 	<ul style="list-style-type: none"> Complete construction of bending weirs and floatables control to reduce CSOs and reduce floatables in Newtown Creek
Protect and Restore Wetlands, Aquatic Systems, and Ecological Habitat (Source: PlaNYC 2011)					
Enhance wetlands protection	DEP, EDC	Completed			
Restore and create wetlands	DEP, EDC	Completed			
Improve wetlands mitigation	DEP, EDC, MOS	Ongoing	Negotiations with State and federal agencies on the Saw Mill Creek Pilot Wetland Mitigation Bank's Mitigation Banking Instrument (MBI) were completed in July 2015. Wetland restoration design and implementation plan received NYS DEC permits July 2015. US Army Corps approved and signed the MBI in December, 2015, NYS DOS approved and signed the MBI April, 2016. RFP for construction released summer 2015. NEPA-EA review underway, to be followed by US Army Corps issuing environmental permits.	Receive US Army Corps permits and start restoration work	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
Improve habitat for aquatic species	DEP, EDC	Completed			
Ensure the Quality of Our Drinking Water (Source: PlaNYC 2011)					
Continue the Watershed Protection Program	DEP, MOS	Superseded	See OneNYC initiative 3.5.1		
Protect the water supply from hydrofracking for natural gas	DEP	Completed			
Complete the Catskill/Delaware Ultraviolet (UV) Disinfection Facility	DEP	Completed			
Complete the Croton Water Filtration Plant	DEP	Completed			

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
WATER MANAGEMENT	Maintain and Enhance the Infrastructure That Delivers Water to NYC (Source: PlaNYC 2011)					
	Repair the Delaware Aqueduct	DEP	Superseded	See OneNYC initiative 3.5.1		
	Connect the Delaware and Catskill Aqueducts	DEP	Superseded	See OneNYC initiative 3.5.1		
	Pressurize the Catskill Aqueduct	DEP	Cancelled			
	Maintain and upgrade dams	DEP	Completed	See OneNYC initiative 3.5.1		
	Modernize In-City Distribution (Source: PlaNYC 2011)					
	Complete City Water Tunnel No. 3	DEP, EDC	Superseded	See OneNYC initiative 3.5.1		
	Build a backup tunnel to Staten Island	DEP, EDC	Superseded	See OneNYC initiative 3.5.1		
	Upgrade water main infrastructure	DEP, EDC	Superseded	See OneNYC initiative 3.5.1		
	Improve the Efficiency of the Water Supply (Source: PlaNYC 2011)					
	Increase operational efficiency with new technology	DEP	Superseded			
	Increase water conservation	DEP	In Progress	See OneNYC initiative 3.5.1		



GOAL 6: PARKS & NATURAL RESOURCES

All New Yorkers will benefit from useful, accessible, and beautiful open spaces

Initiative 1: Strengthen the utility of parks and public space in under-resourced and growing neighborhoods (Source: OneNYC 2015)

<p>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</p>	<p>DPR</p>	<p>In Progress/ Funded*</p>	<p>Upgrades at flagship parks across the city have progressed, including the completion of the Ocean Breeze Park Field House, Highbridge Park, the Rosedale Amphitheater in Soundview Park, and the Dyckman Street Connection in Fort Washington Park. The City has continued to work to convert former landfills into public space and parkland: all permitting has been completed for North Park Phase 1, the New Springville Greenway was completed in July 2015, and work is progressing on the final section in Freshkills Park. Likewise, the City is moving forward with plans to remediate brownfields at the site of Bushwick Inlet Park, with 17.23 acres acquired, and National Grid commencing remediation of a portion of the site. The City has also completed numerous projects to improve parks and open space, including 60 targeted improvements - high-impact, fast-action enhancements such as new pavements for basketball courts, new plantings, and aesthetic improvements. Through the City Parks Initiative (CPI) the City has made improvements to neighborhood parks in all five boroughs. Design has been completed on the thirty-five sites in the first phase of CPI parks to receive capital improvements and the twelve sites to be improved in phase two have been selected and are in design. Enhanced programming provided to CPI parks through additional staffing and programming has led attendance in affected programs in CPI areas to exceeded 500,000 New Yorkers. A consultant has also been contracted to help measure park usage and need, focusing on park usership across the entire system, and continued monitoring of the condition of Parks' capital assets to help NYC Parks efficiently and equitably invest in Parks' and the City's future.</p>	<ul style="list-style-type: none"> • Begin construction on all Phase 1 sites by Fall 2016, pending successful bidding • Complete schematic design of all 12 of the 2015 sites and announce additional capital sites • Complete 25 additional targeted improvement sites • Reach over 500,000 New Yorkers in CPI zones through enhanced programming • Complete design of citywide Park User ship Program • Complete acquisition of Bayside site at Bushwick Inlet Site • Begin remediation work at 50 Kent • Advance design of pedestrian bridge at Fort Washington Park • Transfer jurisdiction of North Park site to DPR and procure North Park Phase 1 • Complete East Park design 	<ul style="list-style-type: none"> • Open all phase 1 sites, at least in part • Complete final design of all 12 Phase 2 Capital Improvement sites, begin procurement, and announce additional capital sites • Complete 25 additional targeted improvement sites • Reach over 500,000 New Yorkers in CPI zones through enhanced programming • Complete design of citywide Parks Capital Needs Assessment • Complete remediation work at 50 Kent site and return the site to interim public use • Complete design of pedestrian bridge at Fort Washington Park • Begin construction on North Park Phase 1 • Complete East Park permitting
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Initiative 2: Improve outdoor spaces through Parks Without Borders, a new strategy to enhance neighborhood access and connectivity (Source: OneNYC 2015)

<p>3.6.2 Parks Without Borders is an NYC Parks initiative to make parks more open, welcoming, and beautiful by focusing on improving entrances, edges, and park-adjacent spaces</p>	<p>DPR</p>	<p>In Progress/ Funded*</p>	<p>The City, through DPR, has integrated Parks Without Borders design concepts into 51 pipeline capital projects to date. Between November 2015 and February 2016, the City and DPR solicited suggestions from the public to help decide where eight new transformative Parks Without Borders projects would be implemented. Outreach included launching of an interactive website where New Yorkers could make suggestions for any park in the NYC Parks system, as well as 40 in-person presentations and meetings to solicit input from community boards and those with limited access to the internet. The City received over 5,000 suggestions during the comment period. The City, through DPR's Green Infrastructure Unit, also conducted a comprehensive study of opportunities for green infrastructure in parkland and identified sites for green infrastructure development in 2015. The City has also completed designs for the Belt Parkway Phase 1 and Canarsie Trail Connector, as well as planning for future phases of each of those projects.</p>	<ul style="list-style-type: none"> • Select eight new Parks Without Borders projects based on public input, potential to improve park access, and on-site physical conditions and context • Begin design on first phase of new Parks Without Borders projects • Initiate or complete approximately 60 parkland retrofit site designs • 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 	<ul style="list-style-type: none"> • Begin design on the second phase of new Parks Without Borders projects • Begin procurement on first phase of new Parks Without Borders projects • Complete procurement and start construction on the approximately 60 already-designed Parkland Green infrastructure retrofit projects and start design on 40 new sites • Complete design contract preparation and start construction for Belt 2G (Gerritsen) and complete construction of Canarsie West Trail Connector
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Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 3: Reduce light pollution from large buildings at night (Source: OneNYC 2015)					
3.6.3 The City will explore solutions to reducing light pollution	MOS	In Progress/ Budget neutral	The City, through the Mayor's Office, is working with City Council on Int. 578, known as the "Lights Out" bill, to reduce night time illumination.	Complete final Lights Out bill draft and secure passage by Council	Work with enforcement agency to put together an enforcement plan to notify residents that they can call 311 with light pollution complaints
Initiative 4: Expand the use of our streets as places to play, congregate, and be together (Source: OneNYC 2015)					
3.6.4 NYC is committed to opening up streets for safe recreational events	DOT	In Progress/ Funded*	In 2015, the City held its annual Summer Streets event, opening Park Avenue up to pedestrians, joggers, and cyclists. The City also held 102 weekend walks events across the five boroughs. As part of its El Space project, the City launched the design process for two additional sites and completed site assessment of three additional locations.	<ul style="list-style-type: none"> Continue Summer Streets and the Weekend Walks program, which will include recreational programming at additional events Design and implement improvements at 7 El Space locations 	<ul style="list-style-type: none"> Continue Summer Streets and Weekend Walks Design and implement improvements at 2 El Space locations
Initiative 5: Create beautiful and well-tended streets in neighborhoods across the city (Source: OneNYC 2015)					
3.6.5 The City is investing in new street trees and other plantings, benches, way-finding signs and other amenities	DOT	In Progress/ Funded*	The City continues to improve our streets by adding street furniture and creating new plazas. In 2015, the City added 215 City Benches, nine Street Seats, and 100 wayfinding signs. The City is advancing an enhanced maintenance program for plantings in street medians. In terms of plazas, the City has also developed a plan to provide maintenance and technical assistance to 28 plazas located in low and moderate income neighborhoods. In 2015, the City completed eight new plazas.	<ul style="list-style-type: none"> Add 258 wayfinding signs, 225 City Benches, six Street Seats, and five plazas Select a contractor for median maintenance program 	<ul style="list-style-type: none"> Add 200 to 250 wayfinding signs, 286 City Benches, five Street Seats, and five plazas Scale up the median maintenance program as additional medians are completed
Initiative 6: Green the City's streets, parks, and open spaces (Source: OneNYC 2015)					
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/ Budget neutral	The City, through DPR, has continued to protect, maintain, and enhance the city's green canopy by planting 20,738 street trees and 44,443 trees in natural areas during 2015. The City managed invasive species through DPR's Forest Restoration team, which applied repellent on over 16 acres of young forest. 10,727 young street trees were pruned as a result of the Young Street Tree Pruning project. The City is 79% complete with its Street Tree Census, with the boroughs of Manhattan, Staten Island and the Bronx completely mapped. The census has engaged 2,555 unduplicated volunteers at 960 separate events. On top of the Street Tree Census, the City engaged the public through 160 stewardship events, including fifteen large scale planting events that engaged 1,512 volunteers and seventy-three street tree care events that engaged 2,888 volunteers. For the first time, street tree care workshops were held concurrently with Mulchfest, leading volunteers in stewarding trees around parks drop-off sites using chips generated during the event. A total of 547 street trees were mulched with 173 volunteers. In 2015, the City also launched Green Neighborhoods, focusing on 5 target neighborhoods across the city and providing consistent programming and an opportunity for residents to explore nature in Allerton in the Bronx, Cypress Hills in Brooklyn, Inwood in Manhattan, Brookville/Rosedale in Queens, and the North Shore of Staten Island. Looking forward, the City is developing a new management plan for forested natural areas based on a refined framework, developed by the Natural Areas Conservancy, for characterizing the condition of 7,000 acres of publicly owned forests.	<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 Complete data gathering for the Tree Census Expand the Green Neighborhoods Program to 5 new targeted areas Train Super Stewards to become Care Captains, Navigators, and Shorekeepers in an effort to promote independent volunteerism 	<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 Complete quality control and analysis of tree census data Launch the third year of the Green Neighborhoods Program in 5 new neighborhoods Provide active support for seasoned Super Stewards, and expand trainings to more volunteers

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Target High Impact Projects in Neighborhoods Underserved by Parks (Source: PlaNYC 2011)					
Create tools to identify parks and public space priority areas	DPR, DOT, DOH, NYCHA	Completed			
Open underutilized spaces as playgrounds or part time public spaces	DPR, DOT, DOH, NYCHA	Superseded	See OneNYC initiatives 3.6.1, 3.6.4, and 3.6.5		
Facilitate urban agriculture and community gardening	DPR, DOT, DOH, NYCHA	Superseded	See OneNYC initiative 2.3.1D		
Continue to expand usable hours at existing sites	DPR, DOT, DOH, NYCHA	Superseded	See OneNYC initiative 2.3.1D		
Create Destination-Level Spaces for All Types of Recreation (Source: PlaNYC 2011)					
Create and upgrade flagship parks	DPR, EDC	Superseded	See OneNYC initiative 3.6.1		
Convert former landfills into public space and parkland	DPR, EDC	Superseded	See OneNYC initiative 3.6.1		
Increase opportunities for water-based recreation	DPR, EDC	Completed			
Reimage The Public Realm (Source: PlaNYC 2011)					
Activate the streetscape	DOT, EDC, DCP	Superseded	See OneNYC initiative 3.6.4 & 3.6.5		
Improve collaboration between City, state, and federal partners	DOT, EDC, DCP	Completed			
Create a network of green corridors	DOT, EDC, DCP	Superseded	See OneNYC initiative 1.6.4A		
Promote and Protect Nature (Source: PlaNYC 2011)					
Plant one million trees	DPR	Completed			
Conserve natural areas	DPR, MOS, DEP	Completed			
Support ecological connectivity	DPR, MOS, DEP	Superseded	See OneNYC initiative 3.6.2		
Ensure the Long-Term Health of Parks and Public Space (Source: PlaNYC 2011)					
Support and encourage stewardship	DPR, MOS, DEP	Superseded	See OneNYC initiative 3.6.6		
Incorporate sustainability through the design and maintenance of all public space	DPR, MOS, DEP, DOT	Completed			

PARKS & NATURAL RESOURCES

Vision 4: Our Resilient City



NEIGHBORHOODS

Every city neighborhood will be safer by strengthening community, social, and economic resiliency

Initiative 1: Strengthen community-based organizations (Source: OneNYC 2015)

NEIGHBORHOODS

4.1.1A. Create a methodology to develop and test indicators for resiliency	ORR	In Progress / Funded	ORR has researched existing models G1:O401 best practices with metrics and indicators for resiliency from examples of other U.S. and global cities. The development and piloting of these indicators will be conducted in partnership with the New York City Panel on Climate Change who provide the best available science for the City to develop climate policy.	<ul style="list-style-type: none"> Identify and adopt methodology for Vision 4 indicators, including establishment of a baseline and interim targets: eliminate long-term displacement from housing; reduce social vulnerability; and reduce economic losses from climate events 	<ul style="list-style-type: none"> Report on the indicators with 2017 Progress Report of OneNYC
4.1.1B. Develop a comprehensive, interactive web-based platform to map community-based organizations and government services	OPS	In Progress / Funded	The Mayor's Office of Operations coordinated an effort to make services provided by more than 4,000 community-based organizations accessible for individuals, nonprofit practitioners and policymakers. An inter-agency working group kicked off in March 2016 to develop an on-line mapping tool that can map the service type and actual location of every human service being funded by the City.	<ul style="list-style-type: none"> Release the on-line map and make available to the public the data set sourced from the Health and Human Services (HHS) Accelerator platform 	<ul style="list-style-type: none"> 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	In Progress / Funded	In partnership with the City Council, ORR and NYCCEM launched the Hurricane Sandy Charitable Organization and House of Worship Recovery Task Force. The Task Force is charged with surveying the damages and losses of community-based organizations and faith-based groups involved in recovery efforts from Hurricane Sandy. The Task Force will develop recommendations on expanding the participation of local community-based organizations and faith-based groups in emergency planning and preparedness to inform how the City can coordinate with organizations to enhance recovery and resiliency efforts.	<ul style="list-style-type: none"> Finalize recommendations and release report 	<ul style="list-style-type: none"> 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 worked with the CUNY Graduate Center and CAU to study volunteering demographics across the five boroughs and will use the results of a neighborhood-based volunteer pilot project and the completed Volunteers Count report to develop a strategic plan to expand volunteerism, with a focus on engagement of volunteers in the Bronx, Brooklyn, Queens and Staten Island.	<ul style="list-style-type: none"> Conduct a door-to-door volunteering/civic engagement survey and focus groups with residents in Sunnyside/Woodside and Jackson Heights Pilot a strategic neighborhood volunteer plan in FY17 to bring NYC Service resources/tools to support the Queens neighborhoods, with an eye toward replication in additional neighborhoods in FY18 Continue EmergeNYC volunteer program with NYC EM Logistics for training of additional personnel for the Commodity Distribution Point (CDP) Plan for distribution of food, water and other critical livability items Implement 13 Volunteer Management and Development Programs, led by City Agencies and NYC Service 	<ul style="list-style-type: none"> Conduct post-implementation surveys/ focus groups to measure this initiative's effectiveness on increasing volunteerism in the Queens communities Replicate strategic neighborhood volunteer plan in 3-5 additional neighborhoods

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 1: Strengthen community-based organizations (Source: SIRR 2013)					
Community Preparedness 1. Launch pilot program to identify and address gaps in community capacity	ORR	In Progress / In Planning	ORR initiated a plan with City agencies and the New York City Panel on Climate Change to develop a strategic framework to identify climate change preparedness capacity gaps that will explore the potential strengths, weaknesses, and opportunities of a Sandy-impacted community.	<ul style="list-style-type: none"> Complete pilot assessment and select target neighborhood 	<ul style="list-style-type: none"> Subject to available funding, implement program to address gaps in target neighborhood
Initiative 2: Improve emergency preparedness and planning (Source: OneNYC 2015)					
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 / In Planning	NYCEM has conducted 55 surveys at DOE facilities used as emergency shelters. This effort will enable NYCEM to identify sites that can be retrofitted in addition to the current 8 accessible shelters.	<ul style="list-style-type: none"> Complete surveys at approximately 120 DOE and CUNY facilities used for emergency sheltering 	<ul style="list-style-type: none"> Commence retrofits at DOE and CUNY facilities
4.1.2B. Enhance evacuation plans in order to better serve vulnerable populations during an evacuation.	NYCEM	In Progress / Budget Neutral	NYCEM has drafted new protocols on messaging, communications, and resource allocation as they relate to evacuation plans for vulnerable populations.	<ul style="list-style-type: none"> Finalize information flow and data tracking procedures for transportation requests 	<ul style="list-style-type: none"> Incorporate updated information and new analyses into coastal storm evacuation planning guidance
4.1.2C. Identify additional accessible sites that can serve as emergency service centers	NYCEM	In Progress / In Planning	NYCEM has created an Operational Sites Working Group to lead this initiative, and worked to streamline current data sets in the Citywide Asset and Logistics Management System (CALMS) and future data set parameters for geographic information. Approximately 25 of 40 sites surveyed were identified by partners as part of the Community Space Survey.	<ul style="list-style-type: none"> Complete a master site checklist for all types of operations Upgrade information included in CALMS data sets, mapping functions, and printable site records and reports for the full utilization of said functionality for use by the City's Emergency Operations Center (EOC) 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/LC is activated 	<ul style="list-style-type: none"> Secure upgraded information included in CALMS data sets, mapping functions, and printable site records and reports for mobile access Ensure full utilization of data functionality for use by the City's Emergency Operations Center, and off-site operational sites (remote/mobile) such as from the Commodity Distribution Point Command Center Continue surveying new sites identified

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Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	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 / In Planning	NYCEM 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. NYCEM established a CVAC Working Group, composed of representatives from the Mayor's Office, DCAS, NYPD and NYCEM. Others to be added from public safety, oversight, and technology in the near future. The CVAC Working Group has met on an After-Action and Hotwash for the activation of a travel ban and the CEAS system during Winter Storm Jonas.	<ul style="list-style-type: none"> 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 Develop recommendations to expand the CEAS program to incorporate non-governmental partners and City vendors Develop recommendations on the integration of just-in-time credentialing protocols for mutual aid Develop recommendations for the development of a credentialing desk in the EOC/Logistics Center coordinated with logistics, public safety, and external affairs Develop recommendations for the integration of vehicle credentialing and placarding Develop recommendations for the integration of the City's credentialing program with neighboring law enforcement entities Lead discussions with CVAC Working Group agencies and OMB Compile a list of agency Continuity of Operations Plan vendors for City credentialing program 	<ul style="list-style-type: none"> Identify City personnel with essential or critical functions and vendors for appropriate credential issuance Incorporate enhanced CEAS wireless credentialing program into CVAC Protocol
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	In Progress / Funded	The City has improved its 911 emergency response, specifically by rolling out 45 additional ambulance tours to areas with the most need such as southern Bronx, increasing dispatch and supervisor staffing, and improving governance and quality assurance. The second, fully redundant 911 answering center that has been under construction in the Bronx is near completion.	<ul style="list-style-type: none"> Complete construction on second 911 answering center in June 2016. 	N/A
4.1.2F. Develop training tools to incorporate community-based organizations in response and recovery operations	NYCEM	In Progress / Budget Neutral	NYCEM has begun the process of developing an online Community Preparedness Toolkit designed for use by community-based organizations that offers guidance and information about how communities can inclusively plan for emergencies. A COOP training for community-based organizations is in development.	<ul style="list-style-type: none"> Launch Community Preparedness toolkit Finalize COOP training 	<ul style="list-style-type: none"> Monitor performance and adapt, as necessary

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	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 has begun an initiative to identify, assign, and educate all City employees on their potential role during a large-scale emergency through training. The training content will educate city employees who may be asked to support the City during a large scale disaster or emergency. It will explain the opportunities and ways they will be asked to help and the important role they can play in supporting the response effort.	<ul style="list-style-type: none"> 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 Work with key agencies to incorporate the video into employee training Secure funding for video production 	<ul style="list-style-type: none"> Develop the content for the video Procure for videographer vendor Produce training video
4.1.2H. Modify standardized contracts to require service providers to participate in the City's emergency protocols (such as Advance Warning System)	NYCEM	In Progress / Budget Neutral	NYCEM with the Mayor's Office of Operations and the City's Law Department are exploring the appropriate mechanisms to require service providers to register with AWS. The City has sent out letters to primary human services agencies to encourage their contracted service providers to sign up with AWS, and has seen approximately 350 additional distinct organizations sign up.	<ul style="list-style-type: none"> Complete procurement for redevelopment of AWS website to allow data sharing between Mayor's Office of Operations and NYCEM 	<ul style="list-style-type: none"> 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 was launched in June 2015. It will report on refined and improved climate risk analysis to inform planning and decision-making on resiliency efforts focused on equity and regionalism.	<ul style="list-style-type: none"> Conclude all research 	<ul style="list-style-type: none"> Release NPCC3 report
4.1.2J. Develop a system of standardized call-on contracts in order to deploy construction and other services during and after a major disruptive event	DDC	In Progress / Budget Neutral	The City initiated procurement for on-call emergency contracts in February 2016 through DDC. Competitive bids for these services have been received across all service categories.	<ul style="list-style-type: none"> Award contracts and work with selected contractors to establish a system to deploy on-call emergency services for the 2016 hurricane season 	<ul style="list-style-type: none"> 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 / In Planning	The City will engage agencies and other providers of case management services to inform the development of this initiative.	<ul style="list-style-type: none"> Conduct analysis to understand the needs of under-resourced survivors of disasters 	<ul style="list-style-type: none"> Convene stakeholders to determine options for addressing on-going and unmet needs of under-resourced survivors of disasters
Initiative 2: Improve emergency preparedness and planning (Source: SIRR 2013)					
Climate Analysis 3. Call on the State and Federal governments to coordinate with the City on local climate change projections	ORR	Completed / Budget Neutral	Completed in 2015. The City has been successful in this effort because the President's Executive Order 13690 regarding the Federal Flood Risk Management Standard references as a source for sea level risk projections "best available, actionable science of both current and future risk when taxpayer dollars are used to build or rebuild in floodplains."	N/A	N/A
Climate Analysis 4. Continue to refine local climate change projections to inform decision-making	ORR	Completed / Budget Neutral	Completed in 2015.	N/A	N/A

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Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
NEIGHBORHOODS	Climate Analysis 5. Explore improved approaches for mapping future flood risks, incorporating sea level rise	ORR	In Progress / Budget Neutral	The City has participated actively on FEMA's Technical Mapping Advisory and has provided input on multiple recommendations to explore improved approaches for mapping future flood risks through that venue.	<ul style="list-style-type: none"> Input on additional recommendations for the next TMAC annual report 	N/A
	Utilities 18. Launch energy infrastructure resiliency competition	NYCEDC	In Progress / Funded	Through the RISE : NYC Sandy recovery program, EDC selected 11 proposals for funding covering three resiliency technology categories: energy, telecommunications, and building systems. Selected projects will collectively share up to \$28 million to install resiliency technologies at Sandy-impacted small businesses across the 5 boroughs. To facilitate small business enrollment in the program, NYCEDC designed and launched an online portal for small businesses to apply to receive a RISE : NYC technology. Through the RISE : NYC Small Business Enrollment Portal, small businesses are able to submit information and documentation in order for NYCEDC to determine their eligibility to participate in the program.	<ul style="list-style-type: none"> Register small businesses to participate in the program Execute agreements with technology providers Kickoff project implementation to install resilient technologies at Sandy-impacted small businesses across NYC 	<ul style="list-style-type: none"> Continue project rollout - installing resilient technologies at Sandy-impacted small businesses across NYC
	Community Preparedness 2. Continue and expand NYCEM's Community Emergency Response Teams	NYCEM	In Progress / Funded	NYCEM provided training to 50 CERT Team volunteers in Commodity Distribution Point (CDP), and subsequently organized a CDP exercise that included CERT team members. NYCEM distributed 700 megahertz radios to all CERT Teams that requested radios.	<ul style="list-style-type: none"> Train all New York City based AmeriCorps Volunteers in CDP operations 	<ul style="list-style-type: none"> Train all New York City based AmeriCorps Volunteers and continue offering training to all CERT Team members in CDP operations
	Community Preparedness 3. Expand the Worker Connect information technology tool to serve as an Emergency Services Portal	Mayor's Office	Not Started / In Planning	The City continues to pursue funding to complete this initiative.	N/A	N/A
	Community Preparedness 4. Explore the creation of a new online Emergency Notification Contact System	HPD	Not Started / In Planning	The City continues to pursue funding to complete this initiative.	N/A	N/A
		DCAS	Completed / Funded	In July 2014 DCAS registered a contract with Garner Environmental Services which was procured through GSA Disaster Recovery Schedule 84. To enhance the City's food resiliency, this all-purpose disaster response contract provides for emergency procurement and delivery of meals ready to eat and other food products, and mass feeding services in response to emergency conditions. It also provides other emergency services related to medical care and sheltering, access to heavy equipment and environmental remediation services.		
	Food Supply 7. Implement preparedness measures for continued availability of SNAP benefits for vulnerable consumers following large-scale power outages	HRA	Completed / Funded	Completed in 2014.		

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 3: Support small businesses and local commercial corridors (Source: SIRR 2013)					
Buildings 11. Launch a competition to increase flood resiliency in building systems	NYCEDC	In Progress / Funded	Through the RISE : NYC Sandy recovery program, EDC selected 11 proposals for funding covering three resiliency technology categories: energy, telecommunications, and building systems. Selected projects will collectively share up to \$28 million to install resiliency technologies at Sandy-impacted small businesses across the 5 boroughs. To facilitate small business enrollment in the program, NYCEDC designed and launched an online portal for small businesses to apply to receive a RISE : NYC technology. Through the RISE : NYC Small Business Enrollment Portal, small businesses are able to submit information and documentation in order for NYCEDC to determine their eligibility to participate in the program.	<ul style="list-style-type: none"> Register small businesses to participate in the program Execute agreements with technology providers Kickoff project implementation by installing resilient technologies at Sandy-impacted small businesses across NYC 	<ul style="list-style-type: none"> Continue project rollout by installing resilient technologies at Sandy-impacted small businesses across NYC
Economic Recovery 1. Launch Business Recovery and Resiliency Programs	SBS	In Progress / Funded	The City launched the Business Preparedness and Resiliency Program (PREP) in November 2015 in partnership with the State's NY Rising Program. Business PREP has developed Business Continuity Plan templates and workshop curriculum. Ten business resiliency workshops and two webinars have been offered in Coney Island, Brighton Beach, Rockaways, Staten Island, Red Hook, Lower Manhattan, Chinatown, and Harlem.	<ul style="list-style-type: none"> Make resiliency resources accessible to businesses across the city by posting online Continue providing Business PREP assessments and micro-grants in high-risk areas, with a target of 520 businesses served by June 2018 	<ul style="list-style-type: none"> Complete resiliency tool and make accessible to businesses across the City by posting online Continue providing Business PREP assessments and micro-grants in high-risk areas, with a target of 520 businesses served by June 2018
Economic Recovery 2. Launch Neighborhood Game Changer Competition	NYCEDC	Cancelled / Not Funded	The Neighborhood Game Changers competition has been discontinued in 2014. Funding for this program has been repurposed to more targeted investments in Sandy-impacted areas.		
Economic Recovery 3. Launch Neighborhood Retail Recovery Program	NYCEDC	In Progress / Funded	NYCEDC has deployed the Capital Access Loan Guarantee Program (Cap Access) which provides up to 40% guarantee on loans and lines of credit up to \$250,000. The program helps micro and small businesses experiencing difficulty accessing conventional bank loans. Since April 2015, Cap Access has guaranteed 17 loans/lines of credit through our CDFI partners.	<ul style="list-style-type: none"> Launch Cap Access before the end of 2016 	<ul style="list-style-type: none"> Relaunch Cap Access 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	SBS has supported Community-Based Development Organizations (CBDOs) with capacity building, marketing and business attraction activities, in addition to support to businesses for storefront improvements. The preliminary design for commercial corridor improvements in Downtown Far Rockaway has started.	<ul style="list-style-type: none"> Empower CBOs and BIDOs to support businesses by conducting train the trainer sessions Complete preliminary design for Downtown Far Rockaway commercial corridor improvements Continue to support CBDOs with capacity building and promoting local commercial corridors 	<ul style="list-style-type: none"> Communication and coordination along commercial corridors on resiliency measures Commence construction for Downtown Far Rockaway commercial corridor improvements Continue to support CBDOs with capacity building and promoting local commercial corridors
Economic Recovery 5. Continue to support the FRESH program to increase the number of full-line grocers in underserved neighborhoods	NYCEDC	In Progress / Funded	EDC has approved one new project, one project closed on financial incentives, and a 37,000 SF supermarket finished construction and opened for business with 97 jobs created. Additionally, staff were added to the FRESH program to provide greater assistance to supermarket operators interested in applying for this program.	<ul style="list-style-type: none"> Open four additional approved projects for business 	<ul style="list-style-type: none"> Open three additional approved projects for business

NEIGHBORHOODS

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Brooklyn-Queens Waterfront 4. Support private investments that reduce flood risk along Newtown Creek	NYCEDC	In Progress / Funded	The City conducted workshops for local development corporations and business improvement districts in the area on building flood retrofit measures, operational preparedness, and flood insurance.	<ul style="list-style-type: none"> 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 Continue assistance in the permitting process for the restoration and upgrade of bulkheads 	<ul style="list-style-type: none"> 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
Brooklyn-Queens Waterfront 10. Create and implement a revitalization strategy for targeted retail and community spaces within Red Hook Houses	NYCEDC	In Progress / Funded	NYCHA has started design on Building 29 of the Red Hook Houses (Columbia and West 9th Street) to repair former retail space that was damaged during Hurricane Sandy. In addition, there will be additional retail and/or community space created in 2 new power plant buildings that will be elevated above the flood elevation, creating new spaces on the first floor areas.	<ul style="list-style-type: none"> Initiate construction on current and new retail at the Red Hook Houses 	<ul style="list-style-type: none"> Continue construction of current and new retail at the Red Hook Houses
Brooklyn-Queens Waterfront 11. Implement planned and ongoing investments by the City and private partners	Multiple	Completed / Funded	The City continued to advance community revitalization and economic development projects that enhance resiliency along the Brooklyn-Queens Waterfront. With many projects explicitly identified in this initiative already completed, the initiative status is being reported as such.		
East and South Shores of Staten Island 9. Issue a Request for Expressions of Interest (RFEI) for new concessions and services at City-controlled beaches in the East Shore	NYCEDC	Completed / Funded	Completed in 2014. The RFEI resulted in contract awards.		
East and South Shores of Staten Island 12. Implement planned and ongoing investments by the City and private partners	Multiple	Completed / Funded	The City continued to advance community revitalization and economic development projects that enhance resiliency on the East and South Shores of Staten Island. With many projects explicitly identified in this initiative already completed, the initiative status is being reported as such.		
South Queens 9. Develop a revitalization strategy for the Beach 108th Street corridor	NYCEDC	In Progress / Funded	In an effort to improve resiliency and create a safer and more inviting streetscape, the City advanced plans to fully reconstruct Beach 108 St from Beach Channel Drive to Shore Front Parkway. Beach 108 St will connect residents and visitors to the new Rockaway Ferry landing. The new street will include bike facilities, a revitalized center median, and pedestrian improvements. If feasible, green infrastructure and other sustainable strategies will be integrated into the scope.	<ul style="list-style-type: none"> Finalize project scope and begin design of the project 	<ul style="list-style-type: none"> 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	NYCEDC	In Progress / In Planning	The City has developed a plan to implement a comprehensive commercial revitalization program developed through HUD's Rebuild by Design planning process for the Rockaways, and the State's New York Rising program.	<ul style="list-style-type: none"> Seek funding to complete development of the plan and implement revitalization projects 	<ul style="list-style-type: none"> Pending funding, complete commercial revitalization plan and develop a timeline for implementation

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
NEIGHBORHOODS	South Queens 11. Develop a commercial revitalization strategy for Far Rockaway, potentially involving repositioning of City- and MTA-controlled sites	NYCEDC	In Progress / Funded	Beach 20th Street Plaza opened to public in December 2015. The City organized outreach and public meetings to identify community priorities and revitalization strategies.	<ul style="list-style-type: none"> Begin procurement for City and MTA controlled sites 	<ul style="list-style-type: none"> Select developer for City and MTA sites
	South Queens 13. Implement planned and ongoing investments by the City and private partners	Multiple	Completed / Funded	The City continued to advance community revitalization and economic development projects that enhance resiliency in South Queens. With many projects explicitly identified in this initiative already completed, the initiative status is being reported as such.		
	Southern Brooklyn 14. Work with Brooklyn Chamber of Commerce to assist in organizing Sheepshead Bay businesses	SBS	Completed / Budget Neutral	SBS conducted business outreach to businesses in Sheepshead Bay through its Chamber on the Go program. The Brooklyn Chamber of Commerce holds weekly office hours to support business needs and advise on merchant organizing opportunities for the Sheepshead Bay Merchant Association. The Brooklyn Chamber, Assembly Member Cymbrowitz, and the Sheepshead Bay Merchant Association co-host the annual Sheepshead Summer Stroll.	<ul style="list-style-type: none"> Organize the Third Annual Sheepshead Summer Stroll 	N/A
	Southern Brooklyn 15. Support area recovery through the rebuilding and expansion of the entertainment district	NYCEDC	In Progress / Funded	In 2015, the City and a private developer closed on a ground lease transaction for the construction and operation of the new Seaside Park and Community Arts Center project. This new project includes the construction of a 5,100 seat amphitheater, new open space, and the restoration of the landmarked Childs Building, and will serve as a catalyst intended to encourage further investment in Coney West.	<ul style="list-style-type: none"> Complete and open new amphitheater and open spaces in entertainment district 	<ul style="list-style-type: none"> In 2017, new phases of sewer infrastructure are expected to kick-off
	Southern Brooklyn 17. Implement planned and ongoing investments by the City and private partners	Multiple	Completed / Funded	The City continued to advance community revitalization and economic development projects that enhance resiliency in Southern Brooklyn. With many projects explicitly identified in this initiative already completed, the initiative status is being reported as such.		
	Southern Manhattan 3. Construct physical enhancements to Water Street	NYCEDC	In Progress / Funded	The design for improvements to Water Street has progressed well with the Alliance for Downtown New York, DOT, DPR, and EDC having come to a consensus on design concepts.	<ul style="list-style-type: none"> Complete design 	<ul style="list-style-type: none"> Commence construction on street enhancements
	Southern Manhattan 4. Implement temporary programming of Water Street privately owned public spaces (POPS)	NYCEDC	In Progress / Funded	The Alliance for Downtown New York developed temporary programming which activated privately owned public spaces (POPS) in Summer 2015. Concurrently, the Alliance, EDC, and DCP prepared the new zoning text to make such programming allowed as-of-right.	<ul style="list-style-type: none"> Complete ULURP process for text amendment needed to enable planned programming 	<ul style="list-style-type: none"> Kick off programming, through ADNY management of POPS

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Southern Manhattan 5. Launch a program to enable permanent improvements to Water Street privately owned public spaces (POPS)	DCP	In Progress / Funded	The proposed text amendment to enable permanent improvements to Water Street privately owned public spaces (POPS) was certified in Jan 2016.	<ul style="list-style-type: none"> Ensure adoption of text amendment by City Planning Commission and City Council 	N/A
Southern Manhattan 9. Implement planned and ongoing investments by the City and private partners	Multiple	Completed / Funded	The City continued to advance community revitalization and economic development projects that enhance resiliency in Southern Manhattan. With many projects explicitly identified in this initiative already completed, the initiative status is being reported as such.		
Initiative 4: Ensure that workforce development is a part of all resiliency investments (Source: OneNYC 2015)					
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	HireNYC has established a process requiring employers receiving City contracts to review and consider qualified workers for open positions associated with those contracts. Through this initiative, the city's workforce will have access to thousands of job opportunities created through City investments, including those associated with resiliency investments in Sandy-impacted communities.	<ul style="list-style-type: none"> Adopt language requiring the use of City's electronic certified payroll and workforce reporting system 	N/A
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 / In Planning	The City has explored potential software solutions and professional services vendors. The City has begun engagement with a potential vendor, and a proposal is under review.	<ul style="list-style-type: none"> Complete software implementation at core agencies 	<ul style="list-style-type: none"> Operationalize jobs reporting and information sharing
Initiative 4: Ensure that workforce development is a part of all resiliency investments (Source: SIRR 2013)					
South Queens 12. Launch a satellite Workforce1 Career Center in Far Rockaway	SBS	Completed / Funded	In December 2015, SBS partnered with NYCHA, the Center for Economic Opportunity, and Citi Community Development to launch the Rockaway Workforce1 Career Center. The Center provides a continuum of services for jobseekers through the Rockaway Economic Advancement Initiative.		
Southern Manhattan 7. Use the Job Creation & Retention Program to attract and retain businesses in Sandy-impacted areas of Lower Manhattan	NYCEDC	Completed / Funded	Applications for this program are no longer accepted.		
Southern Manhattan 8. Expand Take the HELM program (Hire and Expand in Lower Manhattan)	NYCEDC	Completed / Funded	The second phase of the Take the HELM program was completed in 2013.		

NEIGHBORHOODS

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 5: Mitigate the risks of heat (Source: OneNYC 2015)					
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 City has launched the NYC Urban Heat Island Mitigation Working Group to generate new research and identify needed policies and investments to mitigate the risks of heat, which have a profound impact on vulnerable New Yorkers.	<ul style="list-style-type: none"> Develop a strategic framework to inform and guide future capital investments and operational strategies to address heat Recommend needed monitoring and research initiatives to adapt our city to the increasing impacts of urban heat 	<ul style="list-style-type: none"> Secure funding and develop projects for monitoring and research initiatives on adaptation to heat
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 has secured funding to update its LiDAR dataset in partnership with numerous City agencies, including DPR, DoITT, DOHMH, DCP, and NYCEM.	<ul style="list-style-type: none"> Procure contract for LiDAR data collection 	<ul style="list-style-type: none"> Collect LiDAR data and secure data products for use by City agencies and the public
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 HEAP funds to assist with air conditioning purchase and installation, and utility costs	ORR	In Progress / Call for Action	The City began efforts to work with local and state partners to gather data on the existing federal Home Energy Assistance Program (HEAP) funding and its allocation to New York City.	<ul style="list-style-type: none"> Conduct analysis of funding allocations to NYC and convene relevant stakeholders 	<ul style="list-style-type: none"> 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 / Call for Action	The City has completed an assessment of maximum indoor air temperature regulations in U.S. and international cities, and is engaging in consultation with key stakeholder agencies and social provider organizations that provide or fund housing for vulnerable individuals to identify issues and potential policies to protect vulnerable people from indoor heat exposure during extreme heat events	<ul style="list-style-type: none"> Conduct assessment of impact of initiative on vulnerable people and stakeholders, including identification of challenges and barriers and appropriate policies for residential housing facilities for vulnerable people 	<ul style="list-style-type: none"> Determine feasibility of key policy strategies and pursue their implementation
Initiative 5: Mitigate the risks of heat (Source: SIRR 2013)					
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	The City has sought funding to launch a concerted program to test strategies for protecting vulnerable neighborhoods from extreme heat health impacts in partnership with the Urban Heat Island Working Group.	<ul style="list-style-type: none"> Identify near-term tactics for the city's most heat-vulnerable communities and identify funding to develop pilot program 	<ul style="list-style-type: none"> Subject to available funding, implement program in target neighborhood

NEIGHBORHOODS



BUILDINGS

The city's buildings will be upgraded against changing climate impacts

Initiative 1: Upgrade public and private city buildings (Source: SIRR 2013)

Buildings 2. Rebuild and repair housing units destroyed and substantially damaged by Sandy	HRO	In Progress / Funded	HRO made significant progress on the Build it Back Single Family program by starting construction on over 2,600 homes, completing construction on over 1,500 homes, and distributing 100% of reimbursement checks, amounting to over \$110 million. Through the Build it Back Multi-Family program, HPD has provided \$45 million in repairs, reimbursements and resiliency assistance to 87 multifamily buildings, benefiting more than 12,600 households. In October, Mayor de Blasio committed to finishing the program by the end of 2016.	<ul style="list-style-type: none"> Complete the Build it Back Single-Family program 	N/A
Buildings 4. Launch a competition to encourage development of new, cost-effective housing types to replace vulnerable stock	HPD	Cancelled / Not Funded	In 2014, the City decided not to pursue the small home design competition as the Build it Back RFQ already produced prototypes for elevated, resilient housing.		
Buildings 8. Establish Community Design Centers to assist property owners in developing design solutions for reconstruction and retrofitting, and connect them to available City programs	HRO	Completed / Funded	Completed in 2014.		
Buildings 9. Retrofit public housing units damaged by Sandy and increase future resiliency	NYCHA	In Progress / Funded	Major progress has been made for NYCHA's Sandy Recovery Program since April 2015. NYCHA finalized negotiations with FEMA for over \$3 billion, the largest grant in FEMA history. NYCHA signed a Memorandum of Understanding with NYS Department of Homeland Security and Emergency Services to create a process of how the money can flow from the federal government to the state and then directly to NYCHA. NYCHA's Sandy Recovery Program began permanent repairs at one development that is expected to be completed by Summer 2016. NYCHA also has completed a majority of designs for repairs and resiliency at 33 developments and anticipates starting construction on all of these sites in 2016. Prior to the larger construction projects, NYCHA has started some preliminary construction activities at 17 of these 33 developments which includes boiler demolition, asbestos abatement, replacement of electrical conduit, and the renovation of over 200 first floor apartments that were flooded during Sandy.	<ul style="list-style-type: none"> Complete design on all 33 Sandy-damaged developments and start construction at all sites 	<ul style="list-style-type: none"> Continue NYCHA's Sandy Recovery Program

BUILDINGS

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
South Queens 4. Complete design competition to enhance resiliency of planned Arverne East Project	HPD	Completed / Funded	Completed in 2013. The FarROC Competition was awarded in 2013. HPD continues to work with the developer on feasible options for the site, including a need for substantial improvement to infrastructure in the area.		
Southern Brooklyn 6. Study additional resiliency initiatives for ground-floor housing within NYCHA buildings	NYCHA	In Progress / Funded	NYCHA has brought on 10 architecture and engineering firms to look at how to best protect ground-floor housing at its 33 Sandy damaged developments. Since each building at the various developments has different architectural aspects that make them difficult to make more resilient, the design teams have looked at a variety of different flood protection systems. At most developments NYCHA is using dry flood proofing to make the first floor of buildings water-tight in the event of flooding. NYCHA developments will use a mixture of both active and passive flood barriers that need to be manually installed before a storm or that will automatically deploy when flood water reach a certain level. At certain developments, NYCHA is exploring raising the ground between its buildings so that water would have to rise to higher levels to actually penetrate the buildings. These raised grounds will act as berm-like structures keeping floodwaters out of basements and first floors.	<ul style="list-style-type: none"> Complete design on all 33 developments including resiliency efforts to protect ground floor housing 	N/A
Southern Manhattan 6. Implement planned and ongoing investments in the South Street Seaport	NYCEDC	Completed / Funded	Resiliency improvements at the South Street Seaport have been completed.		
Initiative 2: Adopt policies to support building upgrades (Source: SIRR 2013)					
Buildings 1. Improve regulations for flood resiliency of new and substantially improved buildings in the 100-year floodplain	ORR	In Progress / Budget Neutral	The City, through DCP, has been continuing to work on making the 2013 citywide zoning text permanent and making updates and refinements to this text based on lessons learned since Sandy and additional neighborhood-specific analysis.	<ul style="list-style-type: none"> Begin environmental review for local and citywide zoning changes 	<ul style="list-style-type: none"> Ensure adoption of local and citywide zoning changes
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 been working with 10 communities throughout the 100-year floodplain to develop local zoning recommendations. Summary reports on these initiatives will be released in 2016. In addition, DCP has continued to work on making the 2013 citywide zoning text permanent and making updates and refinements to this text based on lessons learned since Sandy and additional neighborhood-specific analysis.	<ul style="list-style-type: none"> Begin public review of local and citywide zoning changes 	<ul style="list-style-type: none"> Ensure adoption of local and 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 continues to coordinate with the State on its buyout program in Oakwood Beach, Ocean Breeze, and Graham Beach.	<ul style="list-style-type: none"> Execute a memorandum of understanding between the City, the Nature Conservancy and USDA-NRCS to ensure the permanent protection of key vulnerable properties from future development 	<ul style="list-style-type: none"> Continue to coordinate with GOSR to develop a long-term land use strategy for state buyout properties

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
BUILDINGS	Buildings 6. Amend the Building Code and complete studies to improve wind resiliency for new and substantially improved buildings	ORR	In Progress / Funded	The City amended its building code in 2014 to clarify current wind-resistance specifications for façade elements. The City procured services to study the effects of wind on new and existing buildings in March 2016. The findings of this study may inform future amendments to the building code as they relate to the effect of wind on new and substantially altered buildings.	<ul style="list-style-type: none"> Start the wind study 	<ul style="list-style-type: none"> Complete 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	NYCEDC	In Progress / Budget Neutral	HPD has adopted resiliency guidelines for all lending to buildings in the floodplain. The City's Building Retrofit Accelerator is screening buildings for opportunities to incorporate resiliency upgrades in addition to retrofits for energy efficiency. ORR is also evaluating finance tools and sources to promote resiliency in the floodplain.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Launch a NYC Resiliency Fund program to fund mitigation for existing buildings through private and/or non-profit partners
	Buildings 10. Launch sales tax abatement program for flood resiliency in industrial buildings	NYCIDA	Completed / Budget Neutral	Completed in 2015.		
	Buildings 12. Clarify regulations relating to the retrofit of landmarked structures in the 100-year floodplain	LPC	Completed / Budget Neutral	Completed in 2015.		
	Buildings 13. Amend the Building Code to improve wind resiliency for existing buildings and complete studies of potential retrofits	ORR	In Progress / Funded	The City amended its building code in 2014 to expand the DOB Façade Inspection Program to include rooftop structures and equipment. Additionally, the City amended its building code and mechanical code to strengthen provisions to prevent wind damage to certain buildings and building systems. The City procured services to study the effects of wind on new and existing buildings in March 2016. The findings of this study may inform future amendments to the building code as they relate to the effect of wind on existing buildings.	<ul style="list-style-type: none"> Start the wind study 	<ul style="list-style-type: none"> Complete the windy study
	Buildings 14. Amend the Construction Codes and develop best practices to protect against utility service interruptions	ORR	Completed / Budget Neutral	Completed in 2014.		
	Economic Recovery 6. Reassess commercial properties citywide to reflect post-Sandy market values	DOF	Completed / Budget Neutral	Completed in 2014.		

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
South Queens 2. Develop an implementation plan to address frequent tidal inundation in Broad Channel and Hamilton Beach, incorporating international best practices	NYCEDC	In Progress / Funded	Through its Resilient Neighborhood Studies, DCP has studied tidal inundation and the impact of sea level rise on communities in Broad Channel and Hamilton Beach.	<ul style="list-style-type: none"> Release findings of the Resilient Neighborhoods Studies for Broad Channel and Hamilton Beach 	<ul style="list-style-type: none"> Implement recommendations
Southern Brooklyn 7. Support CUNY launch of study and pilot of new technologies for high-rise buildings	MOS	In Progress / Funded	The City, through CUNY, continued to develop strategies to promote solar electric systems for emergency power during power outages. Sustainable CUNY is developing pathways to a more resilient distributed energy system, including an ESS Permitting and Interconnection Guide for NYC, a Resilient PV Solar+Storage System Hardware Fact Sheet on what equipment is required and how is it configured and sized, a Resilient PV Finance Fact Sheet, and a Solar+Storage Cost Survey of completed projects across the country.	<ul style="list-style-type: none"> Define parameters and create model for the Resilient Solar calculator through Sustainable CUNY Continue to support solar CUNY's ongoing projects 	<ul style="list-style-type: none"> Develop and launch the Resilient Solar Calculator through Sustainable CUNY 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	In March 2016 the City became a partner in a federal Department of Energy-led CHP for Resiliency Accelerator initiative which addresses combined heat and power (CHP) systems in buildings.	<ul style="list-style-type: none"> Participate in the DOE CHP for Resiliency Accelerator Initiative 	<ul style="list-style-type: none"> Identify approaches to enhance resiliency of cogeneration facilities
Initiative 3: Work to reform FEMA's National Flood Insurance Program (NFIP) (Source: OneNYC 2015)					
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 / Call for Action	ORR continued to advocate that FEMA improve the oversight of "write your own" (WYO) policies for flood insurance products provided by private insurance companies.	<ul style="list-style-type: none"> Advocate that WYO training includes examples of dense, urban building types common in NYC 	<ul style="list-style-type: none"> Urge congress to reauthorize the NFIP with NYC's key concerns, including greater WYO oversight, included
Initiative 3: Work to reform FEMA's National Flood Insurance Program (NFIP) (Source: SIRR 2013)					
Climate Analysis 1. Work with FEMA to improve the flood-mapping process	ORR	In Progress / Budget Neutral	NYC actively participated on FEMA's Technical Mapping Advisory and has provided input on multiple recommendations to improve the flood-mapping process through that venue.	<ul style="list-style-type: none"> Provide additional recommendations for the next TMAC annual report 	<ul style="list-style-type: none"> Work with FEMA to pursue the City's appeal to its floodplain map
Climate Analysis 2. Work with FEMA to improve the communication of current flood risks	ORR	In Progress / Budget Neutral	The Center for New York City Neighborhoods (CNYCN), a non-profit partner, has developed an alternative flood risk communication tool which we have shared with FEMA to demonstrate how to improve communication. In addition, NYC actively participated on FEMA's Technical Mapping Advisory Council and has provided input on multiple recommendations to improve communication of flood risk through that venue.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Continue to advocate to improve current and future flood risk communication

BUILDINGS

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
BUILDINGS	Insurance 1. Support Federal efforts to address affordability issues related to reform of the NFIP	ORR	In Progress / Funded	City advocacy on affordability resulted in 5% increases (as compared to 18%) on subsidized premiums beginning in April 2016 which saved New Yorkers millions of dollars in aggregate premiums. The City has begun advocacy related to the reauthorization of the National Flood Insurance Program by convening stakeholders and participating in coalition-building on key topics of interest to New York City. A report on the City-led Multi-family Flood Insurance Affordability Study will be released in April 2016. A report on a parallel study on 1-4 Family Flood Insurance Affordability is near completion.	<ul style="list-style-type: none"> Complete 1-4 Family Flood Insurance Affordability Study Continue to participate in NFIP advocacy, emphasizing key affordability and mitigation concerns central to NYC 	<ul style="list-style-type: none"> Urge congress to reauthorize the NFIP with NYC's key concerns, including affordability and mitigation credits, included
	Insurance 2. Develop FEMA-endorsed flood protection standards and certifications for existing urban buildings	ORR	In Progress / Budget Neutral	In part due to the City's efforts, in September 2015 FEMA released new guidance "Reducing Flood Risk to Residential Buildings That Cannot Be Elevated." The City continues to advocate that FEMA define more flood protection standards for existing urban buildings with commensurate savings in flood insurance premiums.	<ul style="list-style-type: none"> Review and disseminate information pertaining to the second phase of FEMA guidance on buildings that cannot be elevated to be released in 2016 	N/A
	Insurance 3. Call on FEMA to recognize mixed-use buildings as a distinct building category	ORR	In Progress / Call for Action	The City has continued to advocate for a mixed-use category so that additional flood proofing measures can be used for commercial spaces in buildings with more than 75% residential units.	<ul style="list-style-type: none"> Continue to advocate for mixed-use to be recognized as distinct category 	<ul style="list-style-type: none"> 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	In part due to the City's efforts, in September 2015 FEMA released new guidance "Reducing Flood Risk to Residential Buildings That Cannot Be Elevated." The City continues to advocate that FEMA define more flood protection standards for existing urban buildings with commensurate savings in flood insurance premiums.	<ul style="list-style-type: none"> 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 	N/A
	Insurance 5. Study approaches for New York City to join FEMA's Community Rating System program	ORR	In Progress / Budget Neutral	The City is working on its Community Assistance Visit (CAV), which is ongoing.	<ul style="list-style-type: none"> Analyze the costs and benefits of entering the CRS program, based on the results of the CAV 	N/A
	Insurance 6. Call on FEMA to allow residential policyholders to select higher deductibles	ORR	Completed / Call for Action	As of April 2015 residents can elect a \$10,000 deductible under the National Flood Insurance Program, up from \$5,000.		
	Insurance 7. Support the goals of the NYS 2100 Commission to protect New York State, consumers, and businesses	ORR	In Progress / Budget Neutral	NYC continued to work with the State Department of Financial Services to promote the goals of the NYS 2100 report.	<ul style="list-style-type: none"> Work with the State Department of Financial Services to promote the goals of the NYS 2100 report 	N/A

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
BUILDINGS	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 presented mystery shopping results to the State Department of Financial Services to highlight the problem of consumer education and held a meeting with the relevant industry associations to discuss the importance of clear consumer awareness.	<ul style="list-style-type: none"> Continue to advocate for improved policy awareness at the point of sale 	<ul style="list-style-type: none"> Continue to advocate for improved policy awareness at the point of sale
	Insurance 9. Launch a consumer education campaign on flood insurance	DCA	In Progress / Funded	The City conducted community outreach concerning expanded floodplains conveyed in FEMA's Preliminary Flood Insurance Rate Map.	<ul style="list-style-type: none"> Run consumer education program in at-risk neighborhoods to increase knowledge of flood risk, mitigate the risk, and buy flood insurance 	N/A
	Insurance 10. Launch an engagement campaign targeting insurers	ORR	In Progress / Budget Neutral	The City has worked with the State Department of Financial Services to ensure the industry understand risk and steps the city is taking to mitigate risk.	<ul style="list-style-type: none"> Host a meeting with key insurance stakeholders to explain the steps NYC is taking to mitigate risk 	N/A



INFRASTRUCTURE

Infrastructure systems across the region will adapt to maintain continued services

Initiative 1: Adapt the region's infrastructure systems (Source: OneNYC 2015)

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	In Progress / Funded	DoITT completed additional infrastructure builds for agencies that requested and received approval for backup infrastructure prior to 2015.	<ul style="list-style-type: none"> Complete builds requested and approved for additional agencies and applications Continue engaging agencies to identify critical applications and build out backup infrastructure 	<ul style="list-style-type: none"> Continue engaging agencies to identify critical applications and build out backup infrastructure as approved
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Initiative 1: Adapt the region's infrastructure systems (Source: SIRR 2013)

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 continues to harden critical infrastructure under the three year \$1 billion storm hardening program approved by the PSC. In 2016, \$459 million of total expenditures are projected under the program. National Grid's rate case filing for 2017 has commenced, and includes plans for accelerated leak-prone gas main replacement programs as well as the integration of new gas safety technology. The City has worked with LIPA/PSEG on resiliency investments for the Rockaways.	<ul style="list-style-type: none"> Work with LIPA/PSEG to develop a resiliency approach for the Rockaways Participate in National Grid rate case proceedings Con Edison to complete the first chapter of its climate change vulnerability study 	<ul style="list-style-type: none"> Finalize National Grid rate case plan for 2017 Con Edison to complete second chapter of its climate change vulnerability study
Utilities 5. Work with utilities and the PSC to harden key electric transmission and distribution infrastructure against flooding	ORR	In Progress / Budget Neutral	Con Edison's \$1 billion storm hardening program was approved by the PSC and is currently under way across the City. In 2016, there are planned expenditures of \$329.7 million for hardening electric transmission and distribution infrastructure. The City has also started a process with LIPA/PSEG to enhance resiliency of these assets in the Rockaways.	<ul style="list-style-type: none"> Work with LIPA/PSEG to develop a resiliency approach for the Rockaways 	N/A
Utilities 6. Work with utilities and the PSC to harden vulnerable overhead lines against winds	ORR	In Progress / Budget Neutral	Con Edison's \$1 billion storm hardening program was approved by the PSC and is currently underway across the City. Con Edison is spending \$80.1M on hardening overhead distribution in 2016. LIPA/PSEG is in the process of hardening approximately 100 overhead circuits and hardening 270 miles of overhead lines that are vulnerable to tree damage in 2016.	<ul style="list-style-type: none"> Continue to work with Con Edison and LIPA/PSEG to complete the hardening of overhead distribution Examine if any gaps remain once the hardening of overhead distribution is complete 	<ul style="list-style-type: none"> Develop a plan to address any remaining sites that require hardening

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
INFRASTRUCTURE	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's \$1 billion storm hardening program was approved by the PSC and is currently underway across the City. For 2016, Con Edison is planning to spend \$46.4M on gas hardening, primarily through the replacement of leak-prone gas mains. Con Edison has installed vent line protection systems to prevent water infiltration into high pressure gas mains. National Grid is also conducting a similar program to replace leak-prone gas mains and convert low pressure systems to high pressure in flood-prone areas. As part of its rate case filing this year, National Grid has also included plans for installing automatic remote shut-off valves for gas mains to enhance gas safety and protect against flooding.	<ul style="list-style-type: none"> Participate in National Grid rate case proceedings Work with Con Edison and National Grid to further ensure the safety and resiliency of gas mains 	<ul style="list-style-type: none"> Finalize National Grid rate case plan for 2017
	Utilities 8. Work with steam plant operators and the PSC to harden steam plants against flooding	ORR	In Progress / Budget Neutral	Con Edison's \$1 billion storm hardening program was approved by the PSC and is currently underway across the City, which includes hardening steam plants against flooding. In 2016, Con Edison is spending \$35M to implement flood mitigation measures across all 6 steam plants.	<ul style="list-style-type: none"> Complete all generating station projects 	N/A
	Utilities 12. Work with utilities and regulators to minimize electric outages in areas not directly affected by climate impacts	ORR	In Progress / Budget Neutral	Con Edison has reconfigured three networks to limit the impact of flooding to isolated parts of the networks and protect the rest of the networks: Brighton Beach; Fulton; and Bowling Green networks. When the region is threatened by floods, operators will be able to preemptively isolate areas at risk while electricity continues to flow in the surrounding areas.	<ul style="list-style-type: none"> Work with Con Edison and LIPA/PSEG to identify other opportunities to minimize electric outages 	<ul style="list-style-type: none"> 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	In Progress / Funded	The City has secured a contract for 35 fuel trucks and units have begun arriving. A fuel management system is in place across all agencies except for DSNY where it is half complete. Generators and light towers have been received as part of a resiliency purchase, except for one order of generators for DSNY.	<ul style="list-style-type: none"> Complete generator and fuel truck orders and deliveries Complete fuel system implementation at DSNY Activate the fuel system at DSNY, and elsewhere, if not in full production 	<ul style="list-style-type: none"> Receive all forklifts, which are final part of resiliency investment
	Healthcare 1. Improve design and construction of new hospitals	ORR	Completed / Budget Neutral	Completed in 2014.		
	Healthcare 2. Require the retrofitting of existing hospitals in the 500-year floodplain	ORR	In Progress / Budget Neutral	The City has reviewed the applicability of previously proposed legislation regarding a large building flood mandate on hospitals in the 100-year floodplain.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Implement strategies for updated large building flood protection policies related to hospitals
	Healthcare 3. Support the Health and Hospitals Corporation effort to protect public hospital emergency departments (EDs) from flooding	HHC	In Progress / Funded	NYC Health + Hospitals has raised critical electrical components at Metropolitan Hospital, Coney Island Hospital, and Bellevue Hospital to protect emergency departments. Flood barriers have been installed at Bellevue Hospital.	<ul style="list-style-type: none"> Finalize interim design plans for hardening of emergency department at Coney Island Hospital and begin construction 	<ul style="list-style-type: none"> Complete design at Coler, Bellevue, and Metropolitan Begin construction at Coler, Bellevue, and Metropolitan

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
INFRASTRUCTURE	Healthcare 4. Improve the design and construction of new nursing homes and adult care facilities	ORR	Completed / Budget Neutral	Completed in 2014.		
	Healthcare 5. Require the retrofitting of existing nursing homes in the 100-year floodplain	ORR	In Progress / Budget Neutral	The City has reviewed the applicability of previously proposed legislation regarding a large building flood mandate on nursing homes in the 100-year floodplain.	<ul style="list-style-type: none"> Complete cost-benefit analysis of large building flood mandate legislation as it applies to nursing homes and redraft proposed legislation as appropriate 	<ul style="list-style-type: none"> 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 has reviewed the applicability of previously proposed legislation regarding a large building flood mandate on adult care facilities in the 100-year floodplain.	<ul style="list-style-type: none"> Complete cost-benefit analysis of large building flood mandate legislation as it applies to adult care facilities and redraft proposed legislation as appropriate 	<ul style="list-style-type: none"> 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 / In Planning	The City has been communicating with facilities to update them on the status of the City's application for HMGP funds that will support the implementation of this initiative in preparation for the pre-scoping and design processes.	<ul style="list-style-type: none"> Complete assessment of eligible facilities and begin the design process 	<ul style="list-style-type: none"> Complete design and work with FEMA to launch Phase II of the construction project
	Healthcare 8. Increase the air conditioning capacity of nursing homes and adult care facilities	NYCEDC	In Progress / In Planning	The originally proposed strategies to advance this initiative were studied and deemed infeasible, so the City is identifying alternative mechanisms to pursue this initiative, including leveraging a mitigation grant program for nursing home and adult care facilities.	<ul style="list-style-type: none"> Complete assessment of eligible facilities and begin the design process 	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Identify funding to complete this initiative 	<ul style="list-style-type: none"> Dependant on available funding, develop a program to advance this initiative
	Healthcare 10. Improve pharmacies' power resiliency	DOHMH	Completed / Budget Neutral	DOHMH convened internal and external stakeholders to explore issues such as installing pre-connections for external generators, permitting, and emergency operations planning. DOHMH launched an emergency preparedness website for pharmacies with information to assist pharmacies in reopening quickly after a disasters, including "5 Tips for Prescription Preparedness," which pharmacies are encouraged to download and provide to customers and "Generator Guidance for Pharmacies" to provide information on emergency generators and permit requirements.		

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
INFRASTRUCTURE	Healthcare 11. Encourage telecommunications resiliency	DOHMH	Completed / Budget Neutral	DOHMH's Primary Care Information Project (PCIP) sponsors numerous initiatives to help primary care and mental health providers citywide with EHR technical assistance for their practices. PCIP programs have highlighted the ways in which EHR can be used to prevent permanent loss of data and quickly restore services after a disaster. PCIP has developed and funded a City Health Information (CHI) for healthcare providers encouraging office preparedness as well as EHRs and telecommunication redundancy and the options they might consider and questions to ask when evaluating different solutions.		
	Healthcare 12. Encourage electronic health record-keeping	DOHMH	Completed / Budget Neutral	DOHMH's Primary Care Information Project (PCIP) sponsors numerous initiatives to help primary care and mental health providers citywide with EHR technical assistance for their practices. PCIP programs have highlighted the ways in which EHR can be used to prevent permanent loss of data and quickly restore services after a disaster. PCIP has developed and funded a City Health Information (CHI) for healthcare providers encouraging office preparedness as well as EHRs and telecommunication redundancy and the options they might consider and questions to ask when evaluating different solutions.		
	Telecommunications 1. Establish an office within DoITT to focus on telecommunications regulation and resiliency planning	DoITT	Completed / Funded	Completed in 2014.		
	Telecommunications 2. Establish new resiliency requirements for providers using scheduled renewals of the City's franchise agreements	DoITT	In Progress / Budget Neutral	The City's new public communications structure (PCS) franchise, LinkNYC, is the first telecommunications franchise to establish resiliency and disaster recovery requirements, including cybersecurity.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
	Telecommunications 3. Request business continuity plans from current City franchisees as permitted under existing franchise agreements	DoITT	Completed / Budget Neutral	Completed in 2015. DoITT requested business continuity plans from major cable companies and other telecommunications service providers. Information was provided on a voluntary basis to varying degrees, all subject to confidentiality. DoITT is working on new franchisee requirements for business continuity plans.		
	Telecommunications 4. Develop flood protection standards for placement of telecommunications equipment in buildings	ORR	In Progress / Budget Neutral	The transition to fiber optic telecommunications infrastructure is ongoing throughout the 5 boroughs. The City has also adopted changes to the City's building code and mechanical code that increase the resiliency of telecommunication infrastructure at building connections.	<ul style="list-style-type: none"> Continue to explore opportunities to improve the resiliency of telecommunication infrastructure in buildings 	<ul style="list-style-type: none"> Continue to explore opportunities to improve the resiliency of telecommunication infrastructure in buildings

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
INFRASTRUCTURE	Telecommunications 5. Use the DoITT franchise agreements to ensure hardening of all critical facilities	DoITT	In Progress / Budget Neutral	The Telecommunications Planning and Resiliency Office (TPRO) staff at DoITT has visited a number of provider facilities and sites serving the city to view firsthand some of the hardening measures taken by providers. DoITT monitored franchisee compliance with existing requirements, such as the state of technology and outage reporting.	<ul style="list-style-type: none"> Review resiliency status report submitted by PCS franchisee pursuant to its franchise agreement Continue TPRO site visits to observe resiliency measures at franchisee and other telecom providers' facilities serving the city 	<ul style="list-style-type: none"> Request state of technology reports pursuant to franchise agreements
	Telecommunications 6. Work with cell providers to encourage hardening of cell sites	DoITT	In Progress / Budget Neutral	DoITT has prepared resiliency plans for anticipated small cell and 5G deployments. TPRO staff has visited a number of wireless carrier facilities and cell sites serving the city to view firsthand some of the hardening measures taken by carriers. TPRO continued to work with wireless carriers to ensure cell sites and networks are hardened and resilient and assist in clearing any barriers to implementation within the City. TPRO facilitated conversations between wireless carriers and Con Edison, as well as NYC Emergency Management for inclusion in public-private disaster recovery and preparedness activities.	<ul style="list-style-type: none"> Update on the status of a wireless carrier's deployment of alternative fuel source option for backup power Continue TPRO site visits to observe resiliency measures at wireless providers' facilities serving NYC 	<ul style="list-style-type: none"> 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
	Telecommunications 7. Study options to increase conduit infrastructure redundancy and resiliency	DoITT	In Progress / Budget Neutral	DoITT has engaged in an ongoing dialogue with the City's conduit infrastructure providers, Empire City Subway (ECS), Con Edison, and Verizon, to explore options for increased redundancy and resiliency. The City's micro-trenching pilot is complete and this option is now available to providers.	<ul style="list-style-type: none"> Collect conduit maps from all conduit infrastructure providers 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 	<ul style="list-style-type: none"> Explore further options, based on maps and information provided, for improving the availability and redundancy of conduit in the City
	Telecommunications 8. Continue implementation of ConnectNYC	NYCEDC	Completed / Funded	Completed in 2015. Forty-nine buildouts of ConnectNYC sites are completed.		
	Telecommunications 9. Add telecommunications provider quality and resiliency to the WiredNYC and NYC Broadband Map ratings	NYCEDC	Completed / Budget Neutral	Completed in 2015. Resiliency has been made a factor for WiredScore rankings.		
	Transportation 1. Reconstruct and resurface key streets damaged by Sandy	NYCDOT	In Progress / Funded	The City, through DDC, began construction on two FEMA-funded street reconstruction projects in the summer 2015, repairing streets in the Rockaways and on street segments in Staten Island, Manhattan, and Brooklyn.	<ul style="list-style-type: none"> Begin resurfacing work through three contracts funded by FHWA and FEMA in all five boroughs 	<ul style="list-style-type: none"> Start construction on nine additional FEMA and FHWA funded street reconstruction projects in Brooklyn, Manhattan, Queens, and Staten Island
	Transportation 2. Integrate climate resiliency features into future capital projects	NYCDOT	In Progress / Budget Neutral	As part of the design process for roadway reconstruction, the City, through DOT, developed a practice to identify roadway projects that are within flood risk areas and directs the DDC design team to include resilient features in the project design.	<ul style="list-style-type: none"> Consult and coordinate with agency partners on how to further incorporate resiliency features into DOT's Street Design Manual 	<ul style="list-style-type: none"> Release the third edition of DOT's Street Design Manual, incorporating resiliency for roadway design
	Transportation 3. Elevate traffic signals and provide backup electrical power	NYCDOT	Completed / Funded	The City has completed work to harden 336 traffic signals in the area south of the Belt Parkway to better protect them from future storms and coastal flooding.		

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
INFRASTRUCTURE	Transportation 4. Protect NYCDOT tunnels in Lower Manhattan from flooding	NYCDOT	In Progress / Funded	The City has procured inflatable balloons that can be placed at tunnel entrances to prevent flooding in the immediate-term. These devices require 48 hour advance deployment.	<ul style="list-style-type: none"> Study more permanent measures to protect tunnel portals and ventilation structures in conjunction with the Lower Manhattan Coastal Resiliency project 	<ul style="list-style-type: none"> 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 City has initiated contracts to elevate equipment and or improve seals and equipment housings at 13 movable bridges impacted by Sandy.	<ul style="list-style-type: none"> Repairs to Metropolitan Avenue Bridge substantially completed 	<ul style="list-style-type: none"> 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	The City, through DOT, has engaged an engineering design consultant to perform scoping and preliminary design for flood proofing protective measures at the St. George and Whitehall terminals and at the Staten Island Ferry Maintenance Facility. A Notice to Proceed is expected to be issued in June 2016.	<ul style="list-style-type: none"> Scoping and preliminary design for flood proofing protective measures 	<ul style="list-style-type: none"> 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	The City convened other member agencies of the New York Metropolitan Transportation Council (NYMTC) to assess the vulnerability of infrastructure assets to climate change, and to develop adaptation strategies as participants in the Climate Change Adaptation Task Force. NYMTC is working to ensure resiliency is a major factor in the next Federal legislation funding surface transportation.	<ul style="list-style-type: none"> Consult and coordinate with agency partners on how to further incorporate resiliency features into DOT's Street Design Manual 	<ul style="list-style-type: none"> 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	The City continues to coordinate with the MTA and PANYNJ in an effort to ensure greater coordination of resiliency investments.	<ul style="list-style-type: none"> Continue coordination with the MTA and PANYNJ 	<ul style="list-style-type: none"> 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	The City has developed and regularly updates plans for transit management strategies in the wake of major system disruptions, including storms, blizzards, a maritime emergency and a transit strike.	<ul style="list-style-type: none"> Revise Coastal Storm and Snow plans on an annual basis 	<ul style="list-style-type: none"> 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	The City held its annual snow storm preparedness tabletop exercise in December 2015.	<ul style="list-style-type: none"> Hold annual tabletop exercise 	<ul style="list-style-type: none"> Hold annual tabletop exercise
	Transportation 11. Develop standard plans for implementing High-Occupancy Vehicle (HOV) requirements	NYCDOT	In Progress / Budget Neutral	The City has developed and regularly updates standard plans for HOV-requirements and traffic management strategies in the wake of major system disruptions, including storms, blizzards, a maritime emergency and a transit strike.	<ul style="list-style-type: none"> Update and implement HOV restrictions and other traffic management strategies annually as part of the Coastal Storm and Snow plans review process 	<ul style="list-style-type: none"> Update and implement HOV restrictions and other traffic management strategies annually as part of the Coastal Storm and Snow plans review process

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Transportation 12. Plan for and install new pedestrian and bicycle facilities to improve connectivity to key transportation hubs	NYCDOT	In Progress / Funded	See OneNYC initiative 1.6.4.	N/A	N/A
Transportation 13. Construct new ferry landings to support private ferry services	NYCEDC	In Progress / Funded	As part of Citywide Ferry Service, the City has developed a strategy to build 10 new ferry landings that will be accessible to private ferry services. EDC has executed a contract for a construction manager to build these ferry landings.	<ul style="list-style-type: none"> Construct and fit out barges for landings Complete EIS, obtain permits, and install landings for the 2017 routes (Rockaway, South Brooklyn, and Astoria) 	<ul style="list-style-type: none"> Launch the 2017 routes (Rockaway, South Brooklyn, Astoria) Install landings for the 2018 routes (Lower East Side and Soundview)
Transportation 14. Deploy the Staten Island Ferry's Austen Class vessels on the East River Ferry and during transportation disruptions	NYCDOT	In Progress / Funded	NYCEDC, in coordination with NYCDOT, has begun a process to procure a design consultant for several landing upgrade projects along the City's East River Ferry route and other ferry facilities. These landing facility upgrades to accommodate Austen Class vessels will be at Brooklyn Cruise Terminal, East 34th Street, and Hunters Point South.	<ul style="list-style-type: none"> Procure for a design consultant 	<ul style="list-style-type: none"> Design all landing upgrades and procure a contractor for construction
Transportation 15. Improve at all levels communications about the restoration of transportation services	NYCDOT	Completed / Budget Neutral	The City has put in place protocols to disseminate information on transportation outages and restorations via news outlets, social media, special needs outreach, and roadway messaging.		
Transportation 16. Expand the city's Select Bus Service network	NYCDOT	In Progress / Funded	See OneNYC initiative 1.6.2B.		
Transportation 17. Expand the network of bus priority strategies on arterial highways	NYCDOT	In Progress / Budget Neutral	As part of a joint project with the New York State Department of Transportation, the City and State are looking at potential bus improvements and priority treatments on the Long Island Expressway.	<ul style="list-style-type: none"> Develop a concept of operations for an extended HOV/bus lane on the LIE, in coordination with the State 	N/A
Transportation 18. Expand ferry services in locations citywide	NYCEDC	In Progress / Funded	The City announced the Citywide Ferry Service. EDC launched a website for the public to learn about Citywide Ferry Service and conducted outreach with all City elected officials and community boards with ferry landings in their respective districts. EDC advanced the environmental review for this project with the Draft Scope of Work completed in August 2015, followed by a series of public scoping hearings. EDC has executed a contract for a construction manager to build these ferry landings.	<ul style="list-style-type: none"> Construct and fit out barges for landings Complete EIS, obtain permits, and install landings for the 2017 routes (Rockaway, South Brooklyn, and Astoria) 	<ul style="list-style-type: none"> Launch the 2017 routes (Rockaway, South Brooklyn, Astoria) Install landings for the 2018 routes (Lower East Side and Soundview)
Parks 1. Restore city beaches	DPR	In Progress / Funded	DPR continued to improve recreational opportunities and amenities at city beaches, including reconstruction of damaged boardwalks.	<ul style="list-style-type: none"> Rebuild the Rockaway Boardwalk from Beach 19 Street to Beach 39 Street in fall and winter of 2016 	<ul style="list-style-type: none"> Complete all construction of Rockaway Boardwalk by Memorial Day 2017

INFRASTRUCTURE

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
INFRASTRUCTURE	Parks 4. Expand the City's green streets plan, including for Jamaica Bay	DPR	In Progress / Funded	DPR completed a comprehensive study of opportunities for green infrastructure in parkland during 2015. These opportunities will be designed and constructed within 3-5 years, in partnership with and funded by DEP. In addition, DEP-funded green infrastructure practices were integrated into nearly every park reconstructed through the Community Parks Initiative. This work has been valued at \$35 million. DPR also secured funding from DOI NFWF to expand Green Infrastructure program in Brighton Beach. Since April 2015, DPR has conducted a survey and geotech work and coordinated the design concept with DOT and the MTA.	<ul style="list-style-type: none"> Design the first phase of sites identified in 2015 study of Parkland opportunities, approximately 60 parks Award contract for Brighton Beach 	<ul style="list-style-type: none"> Oversee the construction of the first phase of sites identified in 2015 study of Parkland opportunities Design the second phase of sites identified in 2015 study of Parkland opportunities, approximately 60 additional parks Complete green infrastructure work in Brighton Beach
	Parks 5. Fortify marinas and piers	DPR	In Progress / In Planning	The City, through DPR, is developing design guidelines for the floodplain to inform planning for at-risk DPR assets, including marinas and piers. DPR participates in the Climate Change Adaptation Task Force, which is analyzing the vulnerability of infrastructure assets to climate change. DPR continues to assess and upgrade marinas and piers in vulnerable areas for increased resiliency.	<ul style="list-style-type: none"> Release design guidelines Continue to assess and upgrade DPR marinas and piers, as funding is made available 	<ul style="list-style-type: none"> Incorporate design guidelines in the design of new and rehabilitated shoreline parks
	Parks 6. Relocate or increase the resiliency of playgrounds and athletic fields	DPR	In Progress / Funded	The City, through DPR, continued to assess and upgrade playgrounds and athletic fields in at-risk neighborhoods for increased resiliency. These include Shore Parkway Bikeway Pedestrian Path, Rockaway Beaches & Shore Parkway, Rockaway Beach Roller Hockey Rink, and Devoy Playground.	N/A	N/A
	Parks 7. Protect mechanical systems at major park facilities and buildings	DPR	In Progress / Funded	The City, through DPR, has completed protection and upgrades of mechanical systems at major park facilities and buildings, including Red Hook Recreation Center, Abe Stark Boiler and Chillers, and Tony Dapolito Recreation Center.	<ul style="list-style-type: none"> Continue to assess and upgrade DPR marinas and piers, as funding is made available 	<ul style="list-style-type: none"> Continue to assess and upgrade DPR marinas and piers, as funding is made available
	Parks 8. Move or protect critical operations centers	DPR	In Progress / Funded	DPR continued to work towards flood protection and upgrades of critical operations centers.	<ul style="list-style-type: none"> Continue to work towards flood protection and upgrades of critical operations centers, as funding is made available 	<ul style="list-style-type: none"> 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	In Progress / Budget Neutral	The City has joined several collaborative bodies, including the Jamaica Bay-Rockaway Parks Partnership (DPR and NPS), the Science and Resilience Institute at Jamaica Bay, and the Jamaica Bay-Rockaway Parks Conservancy to continue to work with its Federal government partners and outside institutions to improve and transform the Jamaica Bay.	<ul style="list-style-type: none"> Establish board structure 	N/A

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
INFRASTRUCTURE	Parks 10. Increase the health and resiliency of natural areas, including Tibbetts Brook	DPR	In Progress / Funded	DPR completed the final Alley Creek Watershed Plan, which provides a roadmap and implementation plan for short and long-term projects throughout the watershed. DPR has planned and designed a 7 acre vernal pool complex and forest restoration in Alley Pond Park. DPR received a \$350,000 grant from the federal Environmental Protection Fund to develop a new watershed plan for the Harlem River Watershed. With this funding, DPR has designed and implemented the first citywide study of the condition and function of salt marsh restoration projects conducted on parkland. Additionally, DPR has implemented a shoreline erosion monitoring protocol based on the National Park Service's protocol. Additional achievements include the removal of 30 abandoned boats and 80 cubic yards of debris from marshes during the first citywide Marine Debris Removal project; planted 44,443 forest trees and restored 28 acres of upland, 4.82 acres of grassland, and 4.6 acres of wetland.	<ul style="list-style-type: none"> • Launch planning effort for Tibbet's Brook daylighting • Construct and plant vernal pool at Alley Pond • Initiate Harlem River Watershed plan • Complete final report on salt marsh condition and vulnerability complete • Complete and analyze first full year of seasonal monitoring for shoreline erosion protocol • Complete restoration of 3 acres of freshwater wetlands 	<ul style="list-style-type: none"> • Complete plan for Tibbet's Brook daylighting • Monitor Alley Pond vernal pools • Initiate Construction of salt marsh and adjacent forest for Sunset Cove, Spring Creek, and the Wetland Mitigation Bank • Complete and analyze second year of seasonal monitoring for shoreline erosion protocol • 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
	Parks 11. Improve the health and resiliency of the city's urban forest	DPR	Completed / Funded	Completed in 2015.		
	Parks 12. Increase growth of local plant material for restoration work	DPR	Completed / Funded	Completed in 2015.		
	Parks 13. Establish a center for resiliency and restoration efforts in the Jamaica Bay-Rockaway Parks	DPR	Completed / Budget Neutral	Completed in 2015.		
	Environmental Protection and Remediation 3. Accelerate brownfield cleanup in the 100-year floodplain to prevent release of pollutants	OER	Completed / Funded	Completed in 2015. See OneNYC initiative 3.4.3.		
	Environmental Protection and Remediation 6. Launch full operations of the NYC Clean Soil Bank	OER	Completed / Funded	Completed in 2015. The NYC Clean Soil Bank has now enabled local reuse of over 290,000 tons of pure native soil and has saved city taxpayers over \$4 million in soil purchase costs.		

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
INFRASTRUCTURE	Water and Wastewater 2. Harden pumping stations	DEP	In Progress / Funded	DEP awarded four design contracts, which will cover work at multiple facilities, and a Program Management/Contract Management contract. Pre-registration activities have begun under the Program Management contract, including the development of Jobs Order Contracting documents, and associated unit prices, as well as a baseline methodology to prioritize and sequence a schedule of projects for all eligible facilities.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Commence construction on hardening projects
	Water and Wastewater 3. Harden wastewater treatment plants	DEP	In Progress / Funded	DEP awarded four design contracts, which will cover work at multiple facilities, and a Program Management/Contract Management contract. Pre-registration activities have begun under the Program Management contract, including the development of Jobs Order Contracting documents, and associated unit prices, as well as a baseline methodology to prioritize and sequence a schedule of projects for all eligible facilities.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Commence construction on hardening projects
	Water and Wastewater 4. Explore alternatives for the Rockaway Wastewater Treatment Plant	DEP	Completed / Funded	Environmental review/assessment has been completed and a public participation presentation has been developed. DEP is not pursuing the recommendations at this time due to new stormwater regulations that may impact the Rockaways, so at this stage the report and its recommendations are on hold.		
	Water and Wastewater 5. Develop cogeneration facilities at North River Wastewater Treatment Plant	DEP	In Progress / Funded	See OneNYC initiative 3.1.1F.		
	Water and Wastewater 6. Explore opportunities to expand cogeneration and other energy measures	DEP	In Progress / Budget Neutral	See OneNYC initiative 3.1.1F.		

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Water and Wastewater 8. Reduce combined sewer overflows with green infrastructure	DEP	In Progress / Funded	In 2015, DEP allocated \$804.5 million in the Ten-Year Capital Budget to build green infrastructure such as right-of-way bioswales and stormwater greenstreets. DEP has completed construction on more than 1,000 right-of-way green infrastructure assets citywide, and has over 1,500 sites in construction, which will manage one inch of runoff from over 300 impervious acres. DEP also worked with the DOE, SCA, DPR, and NYCHA to identify opportunities for green infrastructure retrofits on publicly owned properties around the city. To date, DEP has completed 10 projects with these partners: five are in construction and nearly 200 more are under consideration. Additionally, 6 of 11 long-term control plans have been submitted to DEC.	<ul style="list-style-type: none"> Start construction or fully complete construction on over 2,600 right-of-way green infrastructure projects Submit first two long-term control plans, which are due at the end of June 2016 pursuant to the current CSO Order 	<ul style="list-style-type: none"> Submit remaining three long-term control plans by December 2017 pursuant to the current CSO Order
Water and Wastewater 9. Reduce combined sewer overflows with high-level storm sewers citywide	DEP	In Progress / Funded	DEP continued to look for opportunities to amend drainage plans to include new high level storm sewers in combined sewer areas, which will alleviate flooding and reduce combined sewer overflows. Construction was completed on a project in the Bronx at a cost of \$11.2M. Design is continuing for nine high-level storm sewers projects worth \$320M.	<ul style="list-style-type: none"> Start construction on four high-level storm sewer projects at a total cost of \$130M 	<ul style="list-style-type: none"> Start construction on five high-level storm sewer projects at a total cost of \$190M
Water and Wastewater 10. Continue to implement and accelerate investments in Bluebelts across the city	DEP	In Progress / Funded	See OneNYC initiative 3.6.3.		
Water and Wastewater 11. Build out stormwater sewers in areas of Queens with limited drainage systems	DEP	In Progress / Funded	See OneNYC initiative 3.6.3A.		
Water and Wastewater 13. Repair the leak in the Delaware Aqueduct	DEP	In Progress / Funded	See OneNYC initiative 3.6.1.		
Water and Wastewater 14. Improve interconnection between the Catskill and Delaware Aqueducts and maximize capacity to deliver water from the Catskill/Delaware system	DEP	In Progress / Funded	See OneNYC initiative 3.6.1.		
Water and Wastewater 15. Continue the Watershed Protection Program to maintain drinking water quality	DEP	In Progress / Funded	See OneNYC initiative 3.6.1.		

INFRASTRUCTURE

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
INFRASTRUCTURE	Solid Waste 1. Harden critical City-owned facilities	DSNY	Completed / Funded	In 2015, DSNY opened the new Manhattan Districts 1/2/5 garage on the west side of Manhattan, which incorporates removable flood barriers, rooftop backup generators, and other resiliency measures. DSNY has also tested hydraulic generators that can use the existing hydraulic systems on DSNY collection trucks to output electrical power that can provide backup power to DSNY garages and other facilities during a blackout.	<ul style="list-style-type: none"> Continue to incorporate resiliency measures in repairs and capital projects 	<ul style="list-style-type: none"> 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	All long-term refuse and recycling vendors with the City have taken steps to reduce vulnerability to coastal flooding. In addition, DSNY has identified and catalogued potential system vulnerabilities, including those in the region's transportation network, that could pose a threat to the City's solid waste management system and developed contingencies to operate in the case of an emergency.	<ul style="list-style-type: none"> Continue to monitor and support third-party owners 	<ul style="list-style-type: none"> 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	The City completed renovations in Brooklyn Bridge Park and opened new facilities to the public, including a project between Main Street and John Street with rip rap for flood and wave protection from the East River for the DUMBO section of the Park. Additionally, the City completed, and opened to the public, Pier 6 with landscape designed with salt tolerant plants.	<ul style="list-style-type: none"> Begin renovation of the Pier 5 uplands with sound attenuation berm, elevated landscape and lawns, rain garden swale, and rip rap East River revetment 	<ul style="list-style-type: none"> Complete landscaping for Pier 3 with resilient landscape, a hard surface flexible event space, hedge labyrinth, and lawn
	East and South Shores of Staten Island 2. Assist Staten Island University Hospital (SIUH) in applying for hazard mitigation funding	OEM	Completed / Funded	The City committed \$28 million to both SIUH campuses to upgrade the facilities against future climate risks. Prior to this, the City provided technical assistance to SIUH in submitting their HMGP grant application to the State, resulting in a State award of \$12M funding to protect critical infrastructure at the North Campus.		
	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	The City, through DDC, is currently conducting preliminary and final design for these projects.	<ul style="list-style-type: none"> Start construction on work in South Beach area 	<ul style="list-style-type: none"> 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	NYCEDC	In Progress / Call for Action	The MTA has advanced construction on the new Arthur Kill SIR station.	<ul style="list-style-type: none"> Open new SIR station 	N/A

INFRASTRUCTURE	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
	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	NYCEDC	In Progress / In Planning	NYCEDC is working to lease City-owned land adjacent to the planned New York Wheel and Empire Outlets development for a ferry landing to serve smaller vessels coming from various locations across the harbor. In 2013, NYCEDC conducted a Comprehensive Citywide Ferry Study which looked at about 60 site locations throughout the city for potential ferry service. Future expansion of Citywide Ferry Service is contingent upon a variety of factors including, but not limited to, ridership demand from the Citywide Ferry Service, availability of operational and capital funding, and existing conditions of potential sites and routes.	<ul style="list-style-type: none"> Continue working with St. George RFEI respondents to determine the feasibility of implementation 	<ul style="list-style-type: none"> Continue working with St. George RFEI respondents to determine the feasibility of implementation
	East and South Shores of Staten Island 7. Launch the first capital project for the Mid-Island Bluebelt in Midland Beach	DEP	Completed / Funded	DEP began work on the first capital project in the Mid-Island Bluebelt. The work is within the New Creek watershed and includes the construction of three large stormwater detention wetlands and the restoration of a clogged stream channel. The project also includes the removal of several acres of the invasive plants, wildflowers, shrubs and trees. When complete, the project will contribute significantly to stormwater quantity control and quality control in an area that has suffered from serious street flooding.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Complete construction on the first Mid-Island Bluebelt project at a cost of \$22.3M Start construction on the 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	NYCEDC	In Progress / Funded	The City submitted an application to NFWF for this project but was not awarded funding. The City will continue to identify possible funding alternatives for this initiative.	<ul style="list-style-type: none"> Continue to identify funding opportunities for this project 	N/A
	East and South Shores of Staten Island 11. Create a strategic plan for public recreational land, including the beachfront recreation areas and open space	NYCEDC	In Progress / Budget Neutral	DPR has begun a process to develop a Shoreline Parks Plan, which will direct adaptation of the parkland along the East Shore of Staten Island to the addition of USACE's flood protection levee along the beach.	<ul style="list-style-type: none"> Complete Shoreline Parks Plan 	N/A
	South Queens 5. Build a new multi-specialty ambulatory surgical center on the Rockaway Peninsula	NYCEDC	In Progress / Funded	The Draft Environmental Assessment Statement has been completed and is under review.	<ul style="list-style-type: none"> Begin construction 	<ul style="list-style-type: none"> Continue construction
	South Queens 6. Expand ferry service to the Rockaway peninsula	NYCEDC	In Progress / Funded	NYCEDC has conducted outreach with all Queens elected officials, and the local community board, about ferry service to the Rockaway peninsula launching in 2017. EDC hosted a community shuttle planning meeting regarding the shuttle route that will be serving residents who live east and west of the Beach 108th ferry landing.	<ul style="list-style-type: none"> Install needed landing for Rockaway route 	<ul style="list-style-type: none"> Launch Rockaway route

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
INFRASTRUCTURE	South Queens 7. Get New Yorkers "Back to the Beach" for summer 2013	DPR	Completed / Funded	All City beaches were opened to the public in time for the 2013 season and included new comfort stations to replace those damaged by Sandy. DPR continues to improve recreational opportunities and amenities at city beaches.		
	South Queens 8. Explore opportunities for long-term activation of the beachfront	DPR	Completed / Budget Neutral	DPR has developed a plan for long-term activation of the beachfront in the Rockaways Conceptual Plan, completed in 2014. The City will implement the plan's recommendations as funding becomes available.		
	Southern Brooklyn 9. Construct new Coney Island Hospital outpatient clinic to replace the destroyed Ida G. Israel facility	HHC	Completed / Funded	NYC Health + Hospitals completed construction of the new Ida G. Israel facility and site is open and serving the public as of September 2015.		
	Southern Brooklyn 11. Restore recreational infrastructure along Southern Brooklyn Beaches	DPR	Completed / Funded	DPR has succeeded in bringing the Southern Brooklyn Beaches back from Hurricane Sandy. These beaches received 12.4 million visitors in the 2015 season, which is more than was received in 2012, before Sandy. The City will continue to make improvements to these facilities moving forward as funding becomes available.		
	Southern Brooklyn 12. Complete planned drainage improvements in Coney Island to mitigate flooding	DEP	In Progress / Funded	DEP has begun construction on the first capital project in Coney Island. The project includes the installation of a new larger outfall at West 15th Street, new storm sewers, replacement of existing sanitary sewers, replacement and upgrading of existing trunk and distribution water mains in West 15th Street between Hart Place and Surf Avenue as well as the replacement of existing storm sewers in a portion of Surf Avenue between Stillwell and West 17th Streets. A second drainage improvement project is currently in construction procurement. Infrastructure work for these two projects will include new and upgraded storm sewers; a new larger storm sewer outfall located at W 21st Street (Phase 2A), West 12th Street (Phase 2B), Hart Place, and West 15th Street; replacement of existing sanitary sewers; replacement and upgrading of existing trunk and distribution water mains. The design of additional projects is underway.	<ul style="list-style-type: none"> • Complete Phase 1 • Start construction on Phase 2B 	<ul style="list-style-type: none"> • Complete Phase 2A • Start construction on Phase 3A and Coney West Project
	Southern Brooklyn 13. Provide technical assistance to support Sea Gate in repairing Sandy-damaged infrastructure	ORR	In Progress / Budget Neutral	ORR has continued to provide support and technical assistance to the Sea Gate community as part of their Sandy recovery and resiliency efforts.	<ul style="list-style-type: none"> • Continue collaboration with the Sea Gate community 	N/A

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 2: Adopt policies to support infrastructure adaptation (Source: SIRR 2013)					
Utilities 2. Work with utilities and regulators to reflect climate risks in system design and equipment standards	ORR	In Progress / Budget Neutral	Con Edison's \$1 billion storm hardening program was approved by the PSC and is currently underway across the city, which includes provisions to plan for climate risks based on the most recent NPCC climate projections. Con Edison and National Grid have begun implementing plans to replace leak-prone gas mains in flood-prone areas. The City is also working with infrastructure owners broadly, including the utilities, through the Climate Change Adaptation Task Force.	<ul style="list-style-type: none"> Continue to work with utilities through the Climate Change Adaptation Task Force 	<ul style="list-style-type: none"> Continue to work with utilities through the Climate Change Adaptation Task Force
Utilities 3. Work with utilities and regulators to establish performance metrics for climate risk response	ORR	Completed / Budget Neutral	The City began preparations to file comments on state legislation regarding performance metrics for utilities. The City has also filed comments with the PSC regarding their utility scorecard (for major outage events). The scorecard was not used as there were no major outage events in 2015.		
Utilities 4. Work with power suppliers and regulators to harden key power generators against flooding	ORR	In Progress / Budget Neutral	The City has convened in-city power generators through the Climate Change Adaptation Task Force to examine and adapt to climate change risks.	<ul style="list-style-type: none"> Continue to work with power generators through the Climate Change Adaptation Task Force 	<ul style="list-style-type: none"> 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 began the process of procuring additional clean generation sources for City use in addition to supporting transmission projects to bring clean energy supply to the City.	<ul style="list-style-type: none"> Continue to explore other opportunities to expand and diversify transmission and power generation sources 	<ul style="list-style-type: none"> Continue to explore other opportunities to expand and diversify transmission and power generation sources
Utilities 10. Require more in-city plants to be able to restart quickly in the event of blackout	ORR	Completed / Budget Neutral	The City working with Con Edison was successful in changing two NYISO rules related to blackstart. The new rules now mandate blackstart support from any facilities that have the capability, and also require blackstart capabilities for any new generation.		
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	Through the Brooklyn Queens Demand Management project, Con Edison is working to reduce its load in the Brooklyn Queens congestion pocket through customer and utility-side solutions.	<ul style="list-style-type: none"> Reduce load by anticipated goal of 12 MW through the Brooklyn Queens Demand Management project Continue to participate in REV proceedings 	N/A
Utilities 13. Work with utilities and regulators to implement smart grid technology to assess system conditions in real time	ORR	In Progress / Budget Neutral	Con Edison is commencing a 5-year roll out plan for advanced metering infrastructure (AMI). LIPA/PSEG is beginning to implement automatic meter reading, a precursor to AMI.	<ul style="list-style-type: none"> Participate in Con Edison rate case proceedings 	<ul style="list-style-type: none"> Finalize Con Edison rate case plan

INFRASTRUCTURE

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
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 begun to sectionalize its distribution network to facilitate operational flexibility in restoration from outages. In 2016, LIPA/PSEG plans to install 150 automatic switches to allow for quick isolation of storm damaged lines and facilities and avoid loss of service to undamaged portions.	<ul style="list-style-type: none"> Work with Con Edison and LIPA/PSEG to ensure timely restoration of power to critical customers 	<ul style="list-style-type: none"> 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	In Progress / Budget Neutral	Con Edison has included plans for mobile substations that can be built ad hoc and brought to the needed location in its 2017 Rate Case filing.	<ul style="list-style-type: none"> Participate in Con Edison rate case proceedings 	<ul style="list-style-type: none"> Finalize Con Edison rate case plan
Utilities 16. Work with pipeline operators to expand and diversify natural gas supply	ORR	Completed / Budget Neutral	The City continues to work to bring additional, reliable and safe natural gas to meet City demand. Two additional pipelines became operational as of 2015 (Rockaway Delivery Lateral and Northeast Connector projects), increasing natural gas delivery capacity to Brooklyn and Queens.		
Utilities 17. Work with utilities and regulators to strengthen the in-city gas transmission and distribution system	ORR	In Progress / Budget Neutral	Both National Grid and Con Edison are at the initial stages of a long-term multi-year plan to convert low pressure gas mains to high pressure gas mains and enhance gas resiliency and safety. Implementation is partly prioritized based upon an area's risk for flooding and other safety concerns.	<ul style="list-style-type: none"> Commence study to better understand the constraints, resiliency and safety issues related to the in-city gas transmission and distribution system Continue to coordinate with the utilities on joint bidding programs 	<ul style="list-style-type: none"> Finish study and determine implementation plan
Utilities 19. Work with utilities and regulators to expand citywide demand response programs	ORR	Completed / Budget Neutral	DCAS achieved goal of approximately 50 MW of reduction in in-city peak demand.	<ul style="list-style-type: none"> City to support full implementation of NYISO's demand response program 	<ul style="list-style-type: none"> Evaluate and determine whether updated demand response goals are needed
Utilities 20. Work with government and private sector partners to expand the energy efficiency of buildings	ORR	Completed / Budget Neutral	See OneNYC initiative 3.1.4. The City continues to implement initiatives from One City Built to Last, including launching the retrofit accelerator in Fall 2015, a one-stop shop for building owners and managers to receive technical support and resources to increase the energy efficiency of their buildings. The City has also convened a buildings technical working group to develop a road map to expand energy efficiency of all NYC buildings.		
Utilities 21. Work with public and private partners to scale up distributed generation (DG) and micro-grids	ORR	Completed / Budget Neutral	The City launched Solarize NYC in April 2016, a program to support community-led solar group purchasing campaigns city-wide. The City is a stakeholder in various microgrid proposals that are part of the NYSERDA's NY Prize grant program, which is funding feasibility studies for nine microgrid projects based in New York City.	<ul style="list-style-type: none"> Administer the first set of Solarize NYC campaigns Continue to work to streamline the solar permitting process 	<ul style="list-style-type: none"> Launch a Solarize campaign that features a community shared solar component Evaluate remaining obstacles to solar deployment in NYC and identify a path forward

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
INFRASTRUCTURE	Utilities 22. Incorporate resiliency into the design of City electric vehicle initiatives and pilot storage technologies	ORR	Completed / Budget Neutral	The City has been a stakeholder in NYSERDA's grid-interactive vehicle study, which is intended to identify current obstacles and opportunities while laying out a road map for EV in NY State. The City is working with CUNY on a grid-interactive vehicle demonstration at Queens College. DPR completed a successful islanded solar plus battery storage installation at the Red Hook Recreation Center in Fall of 2015. The City, working with the National Renewable Energy Laboratory (NREL), has completed a solar plus storage feasibility study at a firehouse, school, and NYCHA facility. The NREL study is intended to inform DCAS' solar plus storage project efforts.	<ul style="list-style-type: none"> Continue to participate in the NYSERDA study 	<ul style="list-style-type: none"> Assess the feasibility of a building-integrated (i.e. V2B) EV pilot to leverage EV batteries as backup power on demand
	Utilities 23. Improve backup generation for critical customers	OEM	In Progress / Funded	DCAS has put in place an emergency equipment contract. DCAS has bid out and received 40 of 50 new emergency generators as well as 183 additional light towers.	<ul style="list-style-type: none"> Receive remaining orders for emergency generators 	N/A
	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	The City, in coordination with Columbia University, has convened four working group meetings on liquid fuels supply and identified four priority areas of focus: improving situational awareness; hardening of infrastructure; improving coordination of appropriate federal, state and local regulatory relief; and coordination and operationalization of product reserves. Additionally, the City, in coordination with 12 other U.S. cities, has called upon the federal government to add regulation of oil and gas storage facilities to the mandate of the Pipeline and Hazardous Materials Safety Administration.	<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 	<ul style="list-style-type: none"> Complete the Department of Homeland Security regional resiliency assessment for liquid fuels
	Liquid Fuels 2. Develop a reporting framework for fuel infrastructure operators to support post-emergency restoration	ORR	In Progress / Funded	The City has worked with key regional fuel supply chain stakeholders through the Climate Change Adaptation Task Force. The City is a primary stakeholder in a DHS-led regional resiliency assessment of the liquid fuel supply chain, which is partly aimed at better understanding emergency planning and post-emergency restoration processes.	<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 	<ul style="list-style-type: none"> 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	The City has had multiple conversations with Buckeye and NYSERDA to examine opportunities to enhance resiliency of the fuel supply.	<ul style="list-style-type: none"> Continue to explore opportunities with Buckeye and NY State to enhance resiliency of the fuel supply 	<ul style="list-style-type: none"> Continue to explore opportunities with Buckeye and NY State to enhance resiliency of the fuel supply

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
INFRASTRUCTURE	Liquid Fuels 4. Work with New York State to provide incentives for the hardening of gas stations to withstand extreme weather events	ORR	Completed / Budget Neutral	NYSERDA has implemented the FUEL NY program, which requires strategic downstate NY gas stations to install the wiring necessary for the connection of portable emergency generators in the event of an extended power outage or to install a permanent back-up power generator. The State provided grants to offset the costs of these modifications, in addition to making available a pool of generators to be deployed by the state to gas stations during emergencies.		
	Liquid Fuels 5. Ensure that a subset of gas stations and terminals have access to backup generators in case of widespread power outages	OEM	In Progress / Budget Neutral	This project is now administered by NYSERDA. NYCEM has been engaging with NYSERDA on their emergency plans for pre-staging resources (e.g. generators, fuel).		
	Liquid Fuels 6. Explore the creation of a transportation fuel reserve to temporarily supply the private market during disruptions	ORR	Completed / Call for Action	The federal government, through DOE, has set up a Northeast gasoline supply reserve, of which approximately 29 million gallons is located in the New York Harbor region. The State also has a fuel reserve with 2.5 million gallons on Long Island. The City has finalized its emergency fuel plan for first responders and critical city assets.		
	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	In Progress / Call for Action	The City continued to pursue regulatory opportunities to ensure the protection of consumers during fuel shortages while allowing some flexibility for the private sector to procure supply given the constraints of a post-emergency environment.	<ul style="list-style-type: none"> Coordinate with relevant State agencies on regulatory options and considerations to achieve this initiative 	<ul style="list-style-type: none"> Coordinate with relevant State agencies on regulatory modifications as appropriate
	Liquid Fuels 8. Develop a package of City, State, and Federal regulatory actions to address liquid fuel shortages during emergencies	OEM	Completed / Budget Neutral	The City developed the Citywide Emergency Fuel Operations Plan to address all-hazards, notice and no-notice emergency fuel incidents that impact NYC. Federal regulatory waivers were among the annexes in the Citywide Emergency Fuel Operations Plan which was finalized in November 2015. The Emergency Fuel Operations Playbook was modified to reflect updates and changes that resulted from the creation of the Citywide Emergency Fuel Operations Plan.		
	Parks 2. Harden or otherwise modify shoreline parks and adjacent roadways to protect adjacent community	DPR	In Progress / Budget Neutral	DPR, working with NYCEDC, continued to inspect waterfront parks and is developing design guidelines for the flood zone to create more resilient parks and communities, such as through the East Side Coastal Resiliency project. The City, through DPR, is developing design guidelines for the floodzone to inform planning for at-risk Parks assets, including marinas and piers. DPR participates in the Climate Change Adaptation Task Force, which is analyzing the vulnerability of infrastructure assets to climate change.	<ul style="list-style-type: none"> Release design guidelines 	<ul style="list-style-type: none"> Incorporate design guidelines in the design of new and rehabilitated shoreline parks

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
INFRASTRUCTURE	Parks 3. Reinforce or redesign bulkheads in coastal parks	DPR	In Progress / Funded	DPR, working with NYCEDC, continued to inspect waterfront parks and is using the results of those inspections to better manage its waterfront assets. Additionally, DPR is developing design guidelines for the flood zone to create more resilient parks and communities.	<ul style="list-style-type: none"> Release design guidelines Inspect additional sites, including Coney Island Boardwalk, Harlem River Park (125th-132nd Streets) and Shore Parkway North 	<ul style="list-style-type: none"> Incorporate design guidelines in the design of new and rehabilitated shoreline parks Continue to inspect waterfront parks and make repairs at newly identified sites 	
	Parks 14. Quantify the benefits of the city's ecosystems and green infrastructure	DPR	In Progress / Budget Neutral	DPR continued to work to quantify the benefits of green infrastructure, including stormwater retention, infiltration and sewer flow, evapotranspiration, and pollutant removal. DPR is leading an overall ecosystem benefits study with the Urban Field Station.	<ul style="list-style-type: none"> Complete overall ecosystem benefits study 	N/A	
	Parks 15. Create climate adaptation plans for all parks in the 100-year floodplain	DPR	In Progress / Funded	The City, through DPR, has begun to develop design guidelines for the floodplain to inform planning for at-risk DPR assets, including marinas and piers. DPR continues to assess and upgrade marinas and piers in vulnerable areas for increased resiliency.	<ul style="list-style-type: none"> Release design guidelines Continue to assess and upgrade DPR marinas and piers, as funding is made available 	<ul style="list-style-type: none"> Continue to assess and upgrade DPR marinas and piers, as funding is made available 	
	Parks 16. Map the city's overhead utilities and street trees	DPR	In Progress / Funded	The City, through DPR, has mapped its street trees and looks forward to working with Con Edison to complete the necessary analysis. Additionally, DPR has begun the process of completing its third decennial tree census. The census is 79% complete, with the boroughs of Manhattan, the Bronx and Staten Island completely mapped.	<ul style="list-style-type: none"> Complete the Trees Count data collection 	<ul style="list-style-type: none"> Complete the Trees Count data quality assurance and analysis 	
	Environmental Protection and Remediation 1. Identify cost-effective measures to safeguard exposed substances in the 100-year floodplain	DCP	Completed / Funded	The Open Industrial Uses Study was completed in August 2014. The work on this initiative is ongoing with DCP's Resilient Industry Study currently underway.			
	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 this initiative is ongoing with DCP's Resilient Industry Study which is focused on both open and enclosed industrial facilities that are vulnerable to climate impacts including flooding, storm surge, and strong winds connected to coastal storms. The outcomes of this study are designed to be a resource for businesses to help them identify and develop operational preparedness strategies and physical retrofits, specific to industrial uses, to promote business resiliency and protect adjacent neighborhoods.	<ul style="list-style-type: none"> Complete Resilient Industry Study 	<ul style="list-style-type: none"> Implement recommendations from the Resilient Industry Study 	
	Environmental Protection and Remediation 4. Explore strengthened cleanup standards on industrial waterfront brownfields	OER	Completed / Budget Neutral	Completed in 2014.			

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
INFRASTRUCTURE	Environmental Protection and Remediation 5. Launch brownfield climate change resiliency audits and improve storm preparedness	OER	Completed / Funded	Completed in 2014.		
	Environmental Protection and Remediation 7. Perform update of SPEED, the City's online environmental research engine	OER	In Progress / Funded	See OneNYC initiatives 3.4.2 and 3.4.3.		
	Water and Wastewater 1. Adopt a wastewater facility design standard for storm surge and sea level rise	DEP	Completed / Budget Neutral	Completed in 2015.		
	Water and Wastewater 7. Encourage regional resiliency planning	DEP	Completed / Budget Neutral	In September 2015, DEP and the Copenhagen Technical and Environmental Administration signed a Memorandum of Cooperation to develop innovative solutions to prepare for more and heavier downpours ("cloudbursts") brought about by climate change. This first meeting was held in March 2016 as part of a series of workshops to swap best practices in the areas of assessing risks, prioritizing response, and developing neighborhood-based solutions. This effort is one part of a broader regional resiliency strategy the City is pursuing with partners such as the Regional Plan Association and county governments beyond the five boroughs.		
	Water and Wastewater 12. Periodically review rainfall trends and implications for stormwater infrastructure	DEP	Completed / Budget Neutral	Completed 2014.		
	Food Supply 1. Study the food distribution system to identify other prospective vulnerabilities	ORR	In Progress / Funded	The City initiated a study of the city's food supply that will inform future investments for resiliency. The City was awarded a regional resiliency assessment program with the US Department of Homeland Security on the resiliency of the City's supply chain for critical commodities such as food, materials and consumer goods.	<ul style="list-style-type: none"> • 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 • Complete food supply resiliency study 	N/A
	Food Supply 2. Expand upon prior energy studies, to explore options for cost-effective, continuous power for the Hunts Point Food Distribution Center	NYCEDC	In Progress / Funded	The City worked with local stakeholders to identify resiliency priorities for a federally-funded pilot project through Hunts Point Peninsula Resiliency and Evaluation Pilot Project (HP PREPP). From identified stakeholder priorities, City will move forward identifying and evaluating resilient energy (continuous power) options to implement for the Hunts Point Food Distribution Center, in addition to advancing feasibility for coastal protection for the peninsula.	<ul style="list-style-type: none"> • Conduct feasibility study and identify preferred resilient energy pilot project 	<ul style="list-style-type: none"> • Complete conceptual design and environmental review, as necessary

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
INFRASTRUCTURE	Food Supply 3. Call on New York State to issue preparedness guidelines to retailers in anticipation of extreme weather events	ORR	Completed / Call for Action	Completed in 2015.		
	Food Supply 4. Call on the State legislature to pass City-sponsored legislation mandating electric generators for food retailers	OEM	In Progress / Call for Action	NYCEM updated its legislative agenda to include legislation that would require back-up generation requirements for food retailers. Legislative action would take place at the state level.	<ul style="list-style-type: none"> Pursue legislation with the State 	N/A
	Food Supply 5. Continue to support the FRESH program to increase the number of full-line grocers in underserved neighborhoods	NYCEDC	In Progress / Funded	NYCEDC has approved one new project, one project closed on financial incentives, and a 37,000 square feet supermarket finished construction and opened for business with 97 jobs created. Additionally, staff were added to the FRESH program to provide greater assistance to supermarket operators interested in applying for this program.	<ul style="list-style-type: none"> Open four additional approved projects for business 	<ul style="list-style-type: none"> Open three additional approved projects for business
	Brooklyn-Queens Waterfront 6. Implement planned upgrades to vulnerable City-owned, industrial properties	NYCEDC	In Progress / Funded	The City is implementing upgrades to City-owned industrial properties including electrical equipment elevation at Brooklyn Army Terminal (BAT) and Bush Terminal. We installed a new pump station at BAT in a resilient manner making the generator portable so we can move to high ground and bring it back after flood water retreat.	<ul style="list-style-type: none"> Release RFP for design services to install a flood gate system at BAT 	<ul style="list-style-type: none"> Secure FEMA funding approval and advance implementation for flood gates at BAT
	Brooklyn-Queens Waterfront 7. Improve connections between Red Hook and the rest of Brooklyn	NYCDOT	Completed / Funded	Completed in 2015.		
	Brooklyn-Queens Waterfront 8. Call for the MTA to explore Red Hook-Lower Manhattan bus connections	NYCEDC	In Progress / Call for Action	The City has continued to explore options to address transportation access needs in the Red Hook community, and has committed to developing a landing in Red Hook for the South Brooklyn Route of the Citywide Ferry Service. This will provide a new mode of transportation from Red Hook to Lower Manhattan.	<ul style="list-style-type: none"> Construct and fit out barges for landings Complete EIS, obtain permits, and install landings for the 2017 routes, including South Brooklyn 	<ul style="list-style-type: none"> Launch South Brooklyn Route of the Citywide Ferry Service, including Red Hook landing

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
INFRASTRUCTURE	Brooklyn-Queens Waterfront 9. Implement expanded free summer weekend ferry service from Manhattan to Red Hook in 2013	NYCEDC	Completed / Funded	Completed in 2013.		
	East and South Shores of Staten Island 6. Secure available Federal funding to implement the Community Wildfire Protection Plan for fire-prone areas on the East Shore	DPR	Completed / Funded	Funding has been secured from the U.S. Forest Service and in 2015 DPR began implementing its workplan and finalizing plans for a Phragmites removal demonstration project. DPR and partner agencies mowed 5 acres of Phragmites within the plan area since April 2015. Parks and the DEC Forest Rangers held one FireWise training for community outreach and Parks sent 5 staff to controlled burn training.		



COASTAL DEFENSE

New York City's coastal defenses will be strengthened against flooding and sea level rise

Initiative 1: Strengthen the city's coastal defenses (Source: SIRR 2013)

COASTAL DEFENSE	Coastal Protection 1. Continue to work with the USACE to complete emergency beach nourishment in Coney Island	DPR	Completed / Funded	Completed in 2013. Over 600,000 cubic yards of sand have been placed on Coney Island.		
	Coastal Protection 2. Continue to work with the USACE to complete emergency beach nourishment on the Rockaway Peninsula	DPR	Completed / Funded	Completed in 2013. Over 3,500,000 cubic yards of sand have been placed on the Rockaway Peninsula.		
	Coastal Protection 3. Complete short-term beach nourishment, dune construction, and shoreline protection on Staten Island	DPR	Completed / Funded	Completed in 2013. Over 26,000 linear feet of shoreline protection and reinforced dunes have been installed on Staten Island.	<ul style="list-style-type: none"> Work with the State to explore additional reinforced dune projects in Tottenville 	
	Coastal Protection 4. Install armor stone shoreline protection (revetments) in Coney Island	ORR	In Progress / Funded	The City has completed the Coney Island Creek Study which has identified the most vulnerable shoreline reach to be taken into implementation through a funded program to mitigate against the impacts of sea level rise in coastal communities. The priority area being implemented is bulkhead, and not a revetment.	<ul style="list-style-type: none"> Begin design on all priority locations 	<ul style="list-style-type: none"> Begin construction procurement
	Coastal Protection 5. Install armor stone shoreline protection (revetments) on Staten Island	ORR	In Progress / Funded	The City developed a funded program to mitigate against the impacts of sea level rise in coastal communities and is exploring priority sections in the South Shore of Staten Island to identify for implementation. This work is being coordinated with the State's offshore breakwater and dune project in Tottenville.	<ul style="list-style-type: none"> Begin design on all priority locations 	<ul style="list-style-type: none"> Begin construction procurement

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
COASTAL DEFENSE	Coastal Protection 6. Raise bulkheads in low-lying neighborhoods across the city to minimize inland tidal flooding	ORR	In Progress / Funded	The City began procurement for a first phase of a funded program to mitigate against the impacts of sea level rise in coastal communities. Vulnerable bulkhead areas have been identified and prioritized for implementation.	<ul style="list-style-type: none"> Begin design on all priority locations 	<ul style="list-style-type: none"> Begin construction procurement
	Coastal Protection 7. Complete emergency bulkhead repairs adjacent to the Belt Parkway in Southern Brooklyn	DPR	Completed / Funded	Emergency repairs were completed in 2013.		
	Coastal Protection 8. Complete bulkhead repairs and roadway drainage improvements adjacent to Beach Channel Drive on the Rockaway Peninsula	NYCEDC	In Progress / Funded	NYCEDC has brought this multi-agency effort to repair bulkheads and improve roadway drainage along Beach Channel Drive to near completion. The wall restoration and bulkhead wall rehabilitation is completed, and work on the tide gates and duckbills/manholes is in construction.	<ul style="list-style-type: none"> Complete construction 	N/A
	Coastal Protection 9. Continue to work with the USACE to complete emergency floodgate repairs at Oakwood Beach, Staten Island	ORR	Completed / Budget Neutral	Completed in 2015.		
	Coastal Protection 10. Complete tide gate repair study at Flushing Meadows Corona Park, Queens	DPR	Completed / Funded	The City has completed a prescoping study with conceptual design for this project and has received full funding for design and construction of the tide gate and bridge elements.	<ul style="list-style-type: none"> Begin design 	<ul style="list-style-type: none"> 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 procured design services for coastal protection measures in Breezy Point and Roxbury. Additionally, the Jamaica Bay portion of the Rockaway Reformulation Tentatively Selected Plan (TSP) was released by the USACE in March 2016.	<ul style="list-style-type: none"> Begin design 	<ul style="list-style-type: none"> 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. Investment options on the beach and in Jamaica Bay are currently being evaluated, with final selection of preferred alternatives anticipated in 2016. Design and construction will follow, with Federal funds already available.	<ul style="list-style-type: none"> Work with USACE to identify tentatively selected plan and final General Reevaluation Report 	<ul style="list-style-type: none"> Work with USACE to complete review by the USACE Civil Works Review Board and submit the Chief's Report
	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 / Call for Action	A study of the breakwaters off of Great Kills was completed by the State in early 2015.	<ul style="list-style-type: none"> Coordinate results of the Great Kills evaluation with the USACE to inform future focus area studies in the New York and New Jersey Harbor 	N/A

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
COASTAL DEFENSE	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	In Howard Beach, DPR began the design for wetlands and wave attenuation investments at Spring Creek North and is coordinating with USACE on a State funded project at Spring Creek South, in Broad Channel at Sunset Cove, with funds already available for construction.	<ul style="list-style-type: none"> Complete feasibility study at Spring Creek Begin construction on Sunset Cove wetland restoration work 	<ul style="list-style-type: none"> Complete design on Spring Creek North 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	The City has worked with the State on the design of the Living Breakwaters proposal, funded through HUD's Rebuild by Design program. The State's project team has collected field data and is currently developing design scenarios for the project.	<ul style="list-style-type: none"> Work with the State to complete conceptual design and begin the environmental review and permitting process 	<ul style="list-style-type: none"> Work with the State to begin site development in 2017 prior to construction
	Coastal Protection 16. Continue to work with the USACE to complete its Plumb Beach breakwater and beach nourishment project in Southern Brooklyn	DPR	Completed / Budget Neutral	Completed in 2014.		
	Coastal Protection 17. Complete living shorelines and floating breakwaters for wave attenuation in Brant Point, Queens	DEP	Completed / Funded	DEP completed the installation of five floating wave attenuators at Brant Point to test the efficacy of deflecting and reducing the energy of waves in Jamaica Bay in order to better protect critical wetland shorelines and habitats. DEP is leading a study to determine the effects of the wave attenuator on reducing everyday wave energies that impact the salt marsh edge and accelerate erosion. The wave attenuator itself is a proxy for future oyster beds if the City could get their numbers and coverage up sufficiently in the future.	<ul style="list-style-type: none"> Continue monitoring and data collection 	N/A
	Coastal Protection 18. Continue to work with the USACE to complete its Sea Gate project in Southern Brooklyn	DPR	In Progress / Budget Neutral	The USACE began work in 2015 on a \$25.2 million project to construct four stone T-groins and place 125,000 cubic yards of sand in the community of Sea Gate west of the West 37th Street Groin in Coney Island. The USACE has completed a majority of hard construction items.	<ul style="list-style-type: none"> Complete construction 	N/A
	Coastal Protection 19. Install an integrated flood protection system in Hunts Point	ORR	In Progress / Partially Funded	The City, led by NYCEDC, achieved local community stakeholder consensus in Hunts Point through an Advisory Working Group comprised of local businesses, elected officials, and community-based organizations to develop resiliency priorities and recommendations for the peninsula and to guide the implementation of the Hunts Point Peninsula Resiliency and Evaluation Pilot Project. The Advisory Working Group selected two priority elements, energy resiliency and flood risk reduction, and the City procured professional services for feasibility studies on both priorities. The City announced the selection of a consultant team to advance the analysis of both elements and the design of a pilot energy resiliency project.	<ul style="list-style-type: none"> Determine feasibility of coastal flood risk reduction projects Identify preferred energy pilot project 	<ul style="list-style-type: none"> Complete environmental review of preferred pilot project

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
COASTAL DEFENSE	Coastal Protection 20. Install an integrated flood protection system in East Harlem	ORR	In Progress / Partially Funded	The City secured funds and will launch a study of flood protection options in East Harlem.	<ul style="list-style-type: none"> Procure contract with consultant to lead study 	<ul style="list-style-type: none"> Complete the study, and secure funds for implementation
	Coastal Protection 21. Install an integrated flood protection system in Lower Manhattan, including the Lower East Side	ORR	In Progress / Funded	DPR, in partnership with DDC and ORR, has worked to develop the design of the East Side Coastal Resiliency (ESCR) project, which aims to protect the east side of Manhattan from Montgomery Street to East 25th Street. The City developed a Preliminary Preferred Alternative, and other alternatives with community input, and has initiated the environmental review for the project.	<ul style="list-style-type: none"> Complete final design and release final EIS Initiate Action Plan Amendment to HUD 	<ul style="list-style-type: none"> Secure permits and break ground on initial project elements Receive Action Plan Amendment approval from HUD
	Coastal Protection 22. Install an integrated flood protection system at Hospital Row	ORR	In Progress / Funded	The integrated flood protection system for Hospital Row was evaluated. Flood protection at both the development and building scales were identified as the preferred means of protection. Bellevue Hospital has completed Phases 1 and 2 of their flood protection study. Phase 3 of the study for a flood wall at Bellevue Hospital is in progress with anticipated completion in Sept. 2016. These studies will be used to develop a full design scope for Bellevue. NYU-Langone and the VA are undertaking similar projects.	<ul style="list-style-type: none"> Begin design of the flood protection system for Bellevue Hospital 	<ul style="list-style-type: none"> Complete design and begin construction of the flood protection system for Bellevue Hospital
	Coastal Protection 23. Install an integrated flood protection system in Red Hook	ORR	In Progress / Funded	The City, led by NYCEDC, has initiated advanced planning for an integrated flood protection system in Red Hook. The City is working with local stakeholders to develop this project aimed at reducing flood risk due to coastal storms and sea level rise. NYCEDC organized a kick-off community meeting in January 2016.	<ul style="list-style-type: none"> Submit application to FEMA for a \$100M stand-alone project to advance to implementation 	<ul style="list-style-type: none"> Begin final design for an integrated flood protection system in Red Hook
	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 USACE completed a draft feasibility study for Phase 1 of the South Shore of Staten Island project in 2015, and aims to start construction in 2018. The City, through DPR, is developing a Shoreline Parks Plan to guide the adaptation of shoreline parks to this flood protection project.	<ul style="list-style-type: none"> Continue coordination with USACE on design of line of protection Complete Phase 1 of Shoreline Parks Plan 	<ul style="list-style-type: none"> Continue coordination with USACE on design of line of protection Complete Phase 2 of Shoreline Parks Plan
	Coastal Protection 25. Continue to work with Con Edison to protect the Farragut substation	ORR	In Progress / Budget Neutral	The installation of a perimeter concrete flood wall around the station is approximately 50% complete.	<ul style="list-style-type: none"> Complete project, including installation of flood wall and deployable flood barriers 	N/A
	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 USACE released the North Atlantic Coast Comprehensive Study for New York Harbor in January 2015. The City, in partnership with the State, advocated for the USACE to identify needs and funding for a new New York Harbor and Tributaries Focus Area Feasibility Study.	<ul style="list-style-type: none"> Support the execution of a federal cost sharing agreement between USACE and state partners Participate in the Senior Executive Review Group (SERG) convened by the USACE to advise on this study 	<ul style="list-style-type: none"> Collaborate with the USACE on its New York Harbor and Tributaries Focus Area Feasibility Study

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Brooklyn-Queens Waterfront 1. Work with the Port Authority to continue a study of innovative coastal protection measures using clean dredge material in Southwest Brooklyn	NYCEDC	Cancelled / Not Funded	The Port Authority of New York and New Jersey, which had been the lead for this study, has decided to cancel this initiative.		
South Queens 3. Complete short-term dune improvements on the Rockaway Peninsula	DPR	Completed / Budget Neutral	Short-term dune improvements were completed in 2014. The City continues to work with the USACE on its Rockaway Reformulation Study. Investment options on the beach and in Jamaica Bay are currently being evaluated, with the Tentatively Selected Plan (TSP) announced by the USACE in March 2016.		
Southern Brooklyn 5. Develop an implementation plan and preliminary designs for new Coney Island Creek wetlands and tidal barrier	NYCEDC	In Progress / Partially Funded	NYCEDC launched the Coney Island Creek Resiliency Study in fall 2014 as a first step in a long-term strategy to protect the life, property, and livelihoods of the Coney Island and Gravesend communities from the effects of storm surge and sea level rise. Over the past year, the study developed a shared agenda between the City and the communities for resiliency that included both short- and long-term aspects. This study has been advanced with USACE as a critical component of a comprehensive regional solution for coastal flooding that extends from Jamaica Bay to the low-lying areas of Gravesend Bay to Manhattan Beach.	<ul style="list-style-type: none"> Complete and release the Coney Island Creek Resiliency Study 	<ul style="list-style-type: none"> Begin construction on near-term initiatives for shoreline raising
Southern Brooklyn 10. Call for the USACE to develop an implementation plan for the reinforcement of existing Belt Parkway edge protections	ORR	Completed / Call for Action	Sections of the damaged Belt Parkway, such as Plumb Beach, have been restored and improved.		
Southern Brooklyn 16. Study opportunities along Coney Island Creek to generate economic activity and facilitate resiliency investments	NYCEDC	In Progress / Partially Funded	NYCEDC led the Coney Island Creek Resiliency Study to investigate the hydrological management strategies that would prevent and mitigate upland flooding, improve waterfront open space, strengthen neighborhood connections, enhance infrastructure, and provide opportunity for economic development around the Creek. Additionally, the City has prioritized sites of low elevation on the shoreline along the Creek for a funded program to mitigate against the impacts of sea level rise in coastal communities.	<ul style="list-style-type: none"> Complete and release the Coney Island Creek Resiliency Study Begin four sites in this area 	<ul style="list-style-type: none"> Begin construction on near-term initiatives for shoreline raising 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 / Funded	The City has secured \$176 million through the National Disaster Resilience Competition for additional coastal protections. This builds on the City's commitment of \$108 million for integrated flood protection in Lower Manhattan. NYCEDC led procurement for preliminary design and feasibility study for Lower Manhattan Coastal Resiliency, which includes Two Bridges, Lower Manhattan south of the Brooklyn Bridge, the Battery, and Battery Park City.	<ul style="list-style-type: none"> Begin preliminary design and feasibility study for Lower Manhattan Coastal Resiliency 	<ul style="list-style-type: none"> Complete preliminary design and the first phase of community engagement

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Initiative 2: Attract new funds for vital coastal protection projects (Source: OneNYC 2015)					
4.4.2A. Secure funds through the National Disaster Resilience Competition	ORR	Completed / Funded	The City has secured \$176 million through the National Disaster Resilience Competition for additional coastal protections. This builds on the City's commitment of \$108 million to integrated flood protection in Lower Manhattan. EDC led procurement for preliminary design and feasibility study for Lower Manhattan Coastal Resiliency, which includes Two Bridges, Lower Manhattan south of the Brooklyn Bridge, the Battery, and Battery Park City.	<ul style="list-style-type: none"> Sign a grant agreement with HUD Begin preliminary design and feasibility study for Lower Manhattan Coastal Resiliency 	<ul style="list-style-type: none"> Complete preliminary design and the first phase of community engagement
Initiative 2: Attract new funds for vital coastal protection projects (Source: SIRR 2013)					
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	NYCEDC has completed Gowanus-Newtown Creek Tide Barrier Study and extensive coordination has taken place with the USACE to inform future focus area in New York and New Jersey Harbor and Tributaries Study.	<ul style="list-style-type: none"> Secure commitment from the USACE for Newtown Creek to be a focus area in New York and New Jersey Harbor and Tributaries Study 	N/A
Coastal Protection 33. Evaluate strategies to fund wetland restoration and explore the feasibility of wetland mitigation banking structures	NYCEDC	In Progress / Funded	Negotiations with state and federal agencies on the Saw Mill Creek Pilot Wetland Mitigation Bank's Mitigation Banking Instrument (MBI) were completed in July 2015. The USACE approved and signed the MBI in December 2015. The wetland restoration design and implementation plan received the required permits from the State Department of Environmental Conservation. The City procured construction services to implement this project.	<ul style="list-style-type: none"> Receive US Army Corps permits and start restoration work 	<ul style="list-style-type: none"> 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
Coastal Protection 36. Identify a lead entity for overseeing the collaboration on the USACE comprehensive study and for overseeing the implementation of coastal flood protection projects	ORR	Completed / Budget Neutral	Completed in 2015. ORR continues to play a lead role, in collaboration with many agencies, on the implementation of coastal protection projects.		
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 / Partially Funded	NYCEDC has completed Gowanus-Newtown Creek Tide Barrier Study and extensive coordination has taken place with the USACE to inform future NY-NJ Harbor focus area studies.	<ul style="list-style-type: none"> Coordinate the Tide Barrier Study with the USACE to inform future focus area studies in the New York and New Jersey Harbor 	<ul style="list-style-type: none"> Coordinate the Tide Barrier Study with the USACE to inform future focus area studies in the New York and New Jersey Harbor

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
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 / Partially Funded	The Newtown Creek Study evaluated how a local storm surge barrier in Newtown Creek requires significant tie-in to the Greenpoint-Williamsburg and Long Island City waterfronts. The study also evaluated how new and existing private development could help leverage investment for future protection.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 1. Call on and work with the USACE to study the construction of a floodgate at Mill Creek	ORR	Completed / Call for Action	The USACE South Shore Staten Island Phase II Study has evaluated Mill Creek. The USACE Study is not moving to design phase. The City also evaluated Mill Creek through a program to mitigate against the impacts of sea level rise in coastal communities. This area was not selected as a priority project area based on the methodology utilized in this program.		
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	NYCEDC	In Progress / Funded	The City received regulatory approval of the Saw Mill Creek Pilot Wetland Mitigation Bank, which represents a first step in testing the potential for establishing more mitigation sites as part of the Mid-Island and South Shore Bluebelts.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Demonstrate utility of first compensatory mitigation credits in NYC with Saw Mill Creek credits
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	ORR continued to play a strong role in the development of the local storm surge barrier alternative in the USACE's Jamaica Bay portion of the Rockaway Reformulation Study, including the evaluation of water quality impacts a barrier may have. The City has been an active participant in the development of the Tentatively Selected Plan (TSP) over the last year, which was approved by the USACE headquarters in March 2016.	<ul style="list-style-type: none"> Work with USACE to advance project into Feasibility Report stage Identify near-term and complementary projects to address sea level rise risks in and around Jamaica Bay 	<ul style="list-style-type: none"> Successfully separate the Atlantic side measures for early advancement into construction Work with the USACE toward completion of Chief's Report
Southern Brooklyn 1. Call on and work with the USACE to study additional Sea Gate oceanfront protections	ORR	In Progress / Call for Action	The City has successfully advocated for the Sea Gate shoreline to be part of the comprehensive protection alternative for Jamaica Bay in the USACE's Rockaway Reformulation Study and has identified alternative measures through its Coney Island Creek evaluation. The City continues to collaborate on the implementation of the State's bulkhead project in Sea Gate.	<ul style="list-style-type: none"> Continue to work with the State to implement its bulkhead project, in coordination with other future measures that are under development 	<ul style="list-style-type: none"> 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	As part of the Coney Island Creek Study, the City has developed cost estimates for elevating the vulnerable Coney Island-Brighton Beach shoreline. Furthermore, the City has strongly advocated over the last year that the USACE's Jamaica Bay plan must include the Coney Peninsula shoreline in order to be comprehensive.	<ul style="list-style-type: none"> Complete analysis for additional beach resiliency interventions in coordination with potential use of Corps dredge material as a cost saving measure 	<ul style="list-style-type: none"> Identify funds for implementation of recommended beach resiliency measures and begin implementation

	Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
COASTAL DEFENSE	Southern Brooklyn 3. Call on and work with the USACE to study Manhattan Beach oceanfront protections	ORR	In Progress / Call for Action	The City has successfully advocated for the Manhattan Beach shoreline to be part of the comprehensive protection alternative for Jamaica Bay in the USACE's Rockaway Reformulation Study.	<ul style="list-style-type: none"> Advance this protection through the USACE Jamaica Bay plan 	<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	ORR continued to play a strong role in the development of the local storm surge barrier alternative in the USACE's Jamaica Bay portion of the Rockaway Reformulation Study, including the evaluation of water quality impacts a barrier may have. The City has been an active participant in the development of the Tentatively Selected Plan (TSP) over the last year, which was approved by the USACE headquarters in March 2016.	<ul style="list-style-type: none"> Work with USACE to advance project into Feasibility Report stage Identify near-term and complementary projects to address sea level rise risks in and around Jamaica Bay 	<ul style="list-style-type: none"> Successfully separate the Atlantic side measures for early advancement into construction Work with the USACE toward completion of Chief's Report 	
	Southern Manhattan 2. Conduct a study for a multi-purpose levee along Lower Manhattan's eastern edge to address coastal flooding and create economic development opportunities	NYCEDC	Completed / Funded	This study was completed in 2014.			
	Initiative 3: Adopt policies to support coastal protection (Source: SIRR 2013)						
	Coastal Protection 28. Implement the WAVES Action Agenda	DCP	Completed / Budget Neutral	All of the recommendations from the WAVES Action Agenda have been completed or reconsidered.			
	Coastal Protection 29. Implement citywide waterfront inspections to better manage the City's waterfront and coastal assets	NYCEDC	In Progress / Funded	The City has funded a Citywide Waterfront Inspection Program which is being implemented by NYCEDC. This program performs above and below water engineering inspections of City owned waterfront facilities and assets. Since the program started, NYCEDC has met with each city agency that has waterfront property to review their asset list and prioritize those assets. After prioritizing assets with City agencies, NYCEDC has started performing inspection on prioritized sites. In addition, the City has allocated \$100 million for rehabilitations that will be required upon the completion of the first round of inspections.	<ul style="list-style-type: none"> Complete the first round of inspections Make inspection data available across city agencies through online waterfront facilities management database 	<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 	
	Coastal Protection 30. Study design guidelines for waterfront and coastal assets to better mitigate the effects of flooding	DPR	In Progress / Budget Neutral	The City, through DPR, has begun to finalize a study to evaluate resiliency design guidelines for waterfront and coastal structures. The study will be released later in 2016.	<ul style="list-style-type: none"> Complete and release report 	N/A	
	Coastal Protection 31. Evaluate soft infrastructure as flood protection and study innovative coastal protection techniques	ORR	In Progress / Budget Neutral	DCP, in collaboration with ORR, has been advancing research in green infrastructure and nature-based features as a coastal protection layer.	<ul style="list-style-type: none"> Complete on-going research Advocate for inclusion of additional nature-based features by the USACE as part of the complementary features of the recommended Rockaway Reformulation project 	<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 	

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017	
COASTAL DEFENSE	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	The City, led by DEP and with multiple capital agencies, is evaluating the performance of drainage infrastructure in low-lying communities, particularly southern Brooklyn and Queens. Tide gates, valves or other backflow prevention devices are being mapped and evaluated to help reduce the exposure to street flooding and flooding in homes without impeding necessary drainage of stormwater.	<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 	<ul style="list-style-type: none"> Implement the recommendations as appropriate
	Coastal Protection 34. Work with agency partners to improve the in-water permitting process	NYCEDC	In Progress / Funded	The City has led this initiative by convening monthly meetings with representatives from the USACE, State Department of Environmental Conservation, State Department of State, and DCP to develop content for a waterfront permit planning resource website. The website www.WaterfrontNavigator.nyc will focus on permitting questions faced by applicants wanting to perform in-water construction across the city. Since April 2015 the website was designed, coded, and the data architecture of agency information compiled.	<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 	<ul style="list-style-type: none"> 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 / In Planning	SBS has added additional personnel to its Waterfront Permit Unit (WPU) providing increased plan review capacity, and new procedures have improved the permit filing and review process. The Unit has obtained a State records grant that will permit better archiving and retrieval of files and information. ORR, SBS, NYCEDC, and DOB have collaborated and are evaluating options to rationalize waterfront permitting responsibilities.	<ul style="list-style-type: none"> Explore options to enhance waterfront permitting by increasing coordination between the SBS WPU and DOB 	<ul style="list-style-type: none"> 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 / Call for Action	ORR continued to advocate that FEMA certification measures be met in USACE projects, and has convened USACE and FEMA to achieve this standard.	Continue to identify the USACE projects for which FEMA certification measures can be applied so that beneficiary communities can mitigate their flood insurance costs	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

Initiative and Supporting Initiatives	Lead Agencies	Initiative Status/ Funding Status	Progress Since April 2015	Milestones to complete by December 31, 2016	Milestones to complete by December 31, 2017
Increase the resiliency of the City's built and natural environment (Source: PlaNYC 2011)					
6. Update regulations to increase the resiliency of buildings	ORR	Superseded	See OneNYC initiative 4.2.2		
7. Work with the insurance industry to develop strategies to encourage the use of flood protections in buildings	ORR	Superseded	See OneNYC initiative 4.2.3		
8. Protect New York City's critical infrastructure	ORR	Superseded	See OneNYC initiative 4.3.1		
9. Identify and evaluate citywide coastal protective measures	ORR	Superseded	See OneNYC initiative 4.4.1		
Protect public health from the effects of climate change (Source: PlaNYC 2011)					
10. Mitigate the urban heat island effect	ORR	Superseded	See OneNYC initiative 4.1.5		
11. Enhance our understanding of the impacts of climate change on public health	ORR	Superseded	See OneNYC initiative 4.1.5		
Create resilient communities through public information and outreach (Source: PlaNYC 2011)					
13. Work with communities to increase their climate resiliency	ORR	Superseded	See OneNYC initiative 4.1.1		
Assess vulnerabilities and risks from climate change (Source: PlaNYC 2011)					
3. Regularly assess climate change projections	ORR	Superseded	See OneNYC initiative 4.1.2		
4. Partner with the Federal Emergency Management Agency (FEMA) to update Flood Insurance Rate Maps	ORR	Superseded	See OneNYC initiative 4.2.3		
5. Develop tools to measure the city's current and future climate exposure	ORR	Superseded	See OneNYC initiative 4.1.2		

COASTAL DEFENSE

Diverse and Inclusive Government



GOAL 1

Government Workforce: Build a government workforce reflective of the diversity and inclusion of all New York City communities

DIVERSE & INCLUSIVE GOVERNMENT WORKFORCE

Initiative 1: Improve the way NYC recruits a diverse workforce (Source: One NYC 2015)

<p>Initiative 1: Improve the way NYC recruits a diverse workforce</p>	<p>DCAS, Mayor's Office</p>	<p>In Progress</p>	<p>Between April 2015 and February 2016, the City recruited at 121 recruitment events, 81 career fairs, and 40 information sessions. These events were held at educational institutions and community based organizations, and included events specifically for the Lesbian, Gay, Bisexual and Transgender (LGBT) community, veterans, and people with disabilities.</p> <p>The City, has also connected directly with more than 30 diverse community groups to recruit candidates for City employment.</p> <p>The City launched a new website that allows jobseekers to submit their resume to the Mayor's Office of Appointments (MOA). Approximately 900 resumes have been submitted through the new website. This effort coincided with the launch of a monthly newsletter, in March 2016, with news about City employment opportunities and fellowships.</p> <p>The City, through MOA, designed and conducted a resume and interview workshop for college applicants of the Mayor's Office Internship Program, which was redesigned to include career development programming for college applicants interested in public service.</p>	<ul style="list-style-type: none"> Continue to attend recruitment events, career fairs and information sessions, 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 Continue to collect resumes via MOA website Add additional career development and recruitment resources to MOA website for jobseekers Continue to refine the MOA newsletter to make it easier for jobseekers to connect with employment resources in City government Add dynamic media content to the newsletter to increase circulation 	<ul style="list-style-type: none"> Continue to improve the City's recruitment efforts to underserved and underrepresented communities
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Initiative 2: Improve the way NYC retains a diverse workforce (Source: One NYC 2015)

<p>Initiative 2: Improve the way NYC retains a diverse workforce (Source: One NYC 2015)</p>	<p>DCAS, Mayor's Office</p>	<p>In Progress</p>	<p>The City, through DCAS, deployed the Exit Interview Tool for managers on October 20, 2015.</p> <p>In an effort to address the career advancement needs of public servants, especially public servants of color, the City, through the Mayor's Office of Appointments (MOA), is designing a pilot mentoring program called Flash Mentorship to build confidence and raise the visibility of high-performing public servants.</p>	<ul style="list-style-type: none"> Issue the Fiscal Year 2015 Workforce Profile Report and deploy the Onboarding Survey Implement a citywide mentoring program connecting diverse public servants with senior leaders 	<ul style="list-style-type: none"> Identify workforce trends as a retirement predictor Produce a report on the impact of the mentoring program on workforce retention and diversity to help refine its process
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Initiative 3: Improve the way NYC develops a diverse workforce (Source: One NYC 2015)

<p>Initiative 3: Improve the way NYC develops a diverse workforce</p>	<p>DCAS, Mayor's Office</p>	<p>In Progress</p>	<p>The City escalated outreach and marketing campaigns for educational programs that comprise our Executive Development portfolio (i.e., the Leadership Institute, Management Academy, and Urban Fellows programs).</p>	<ul style="list-style-type: none"> Conduct two Leadership Institute sessions 	<ul style="list-style-type: none"> Continue to escalate outreach and marketing campaigns for educational program
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GOAL 2

Minority and Women-owned Business Enterprises: Goal: Increase total City awards to Minority and Women-owned Business Enterprises (M/WBEs) to \$16 billion over the next ten years

Initiative 1: Increase the number of certified M/WBEs (Source: OneNYC 2015)

Initiative 1: Increase the number of certified M/WBEs	SBS	In Progress	<p>In Fiscal Year (FY) 2015, the City certified 620 new M/WBEs and recertified 383 M/WBEs, bringing the number of City-certified companies to 4,115 as of June 30, 2015 – a record-breaking number that surpasses the previous program high of 3,783 certified M/WBEs in FY 2014. In the first six months of FY 2016, SBS certified 363 new M/WBEs and recertified 157 M/WBEs, further increasing the number of City-certified companies to 4,295 as of December 31, 2015.</p> <p>In addition to the regular certification workshops, the City introduced one-on-one certification application review sessions, held by SBS, to help ensure firms submit complete and quality application packages, reducing back and forth and delays, and increasing the chances of obtaining certification.</p> <p>The City started outreach to companies that self-identify as M/WBEs in the Payee Information Portal (PIP).</p>	<ul style="list-style-type: none"> • Implement Fast Track certification process for disadvantaged business enterprises (DBEs) • Conduct targeted outreach to companies certified by entities that have reciprocity agreements with SBS • Further increase the total number of certified M/WBEs 	<ul style="list-style-type: none"> • Further increase the total number of certified M/WBEs
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Initiative 2: Increase the rates at which agencies utilize those M/WBEs (Source: OneNYC 2015)

Initiative 2: Increase the rates at which agencies utilize those M/WBEs	MOCS	In Progress	<p>The City published a final 2015 fiscal year-end compliance report, as required by Local Law 1 of 2013 as well as a final year-end OneNYC M/WBE report for Fiscal Year 2015 on the MOCS website. The City also delivered and published all quarterly compliance reports to City Council to date, as required by Local Law 1 of 2013.</p>	<ul style="list-style-type: none"> • Publish final 2016 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 • Deliver and publish all quarterly compliance reports to City Council, as required by Local Law 1 of 2013 	<ul style="list-style-type: none"> • 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 2017 on MOCS website • Deliver and publish all quarterly compliance reports to City Council, as required by Local Law 1 of 2013
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Initiative 3: Expand legal tools to induce greater usage of M/WBEs

Initiative 3: Expand legal tools to induce greater usage of M/WBEs	SBS	In Progress	<p>The City negotiated a new \$8 billion Project Labor Agreement (PLA) with the building trades, which includes historic provisions designed to increase the ability of M/WBEs to work on City construction projects.</p> <p>The City updated the rules of the Procurement Policy Board (PPB) to allow M/WBEs to be a factor in best value awards. Additionally, the discretionary threshold for construction contracts was increased from \$20,000 to \$35,000. The City also initiated changes to state laws that would give it the same tools that the state has in advancing M/WBEs participation. The State Assembly Bill No. A8044 has passed Assembly vote, and is pending introduction to the Senate.</p>	<ul style="list-style-type: none"> • Operationalize best value provision as established by the PPB rules update • 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 	<ul style="list-style-type: none"> • Operationalize new legal tools
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GOAL 3

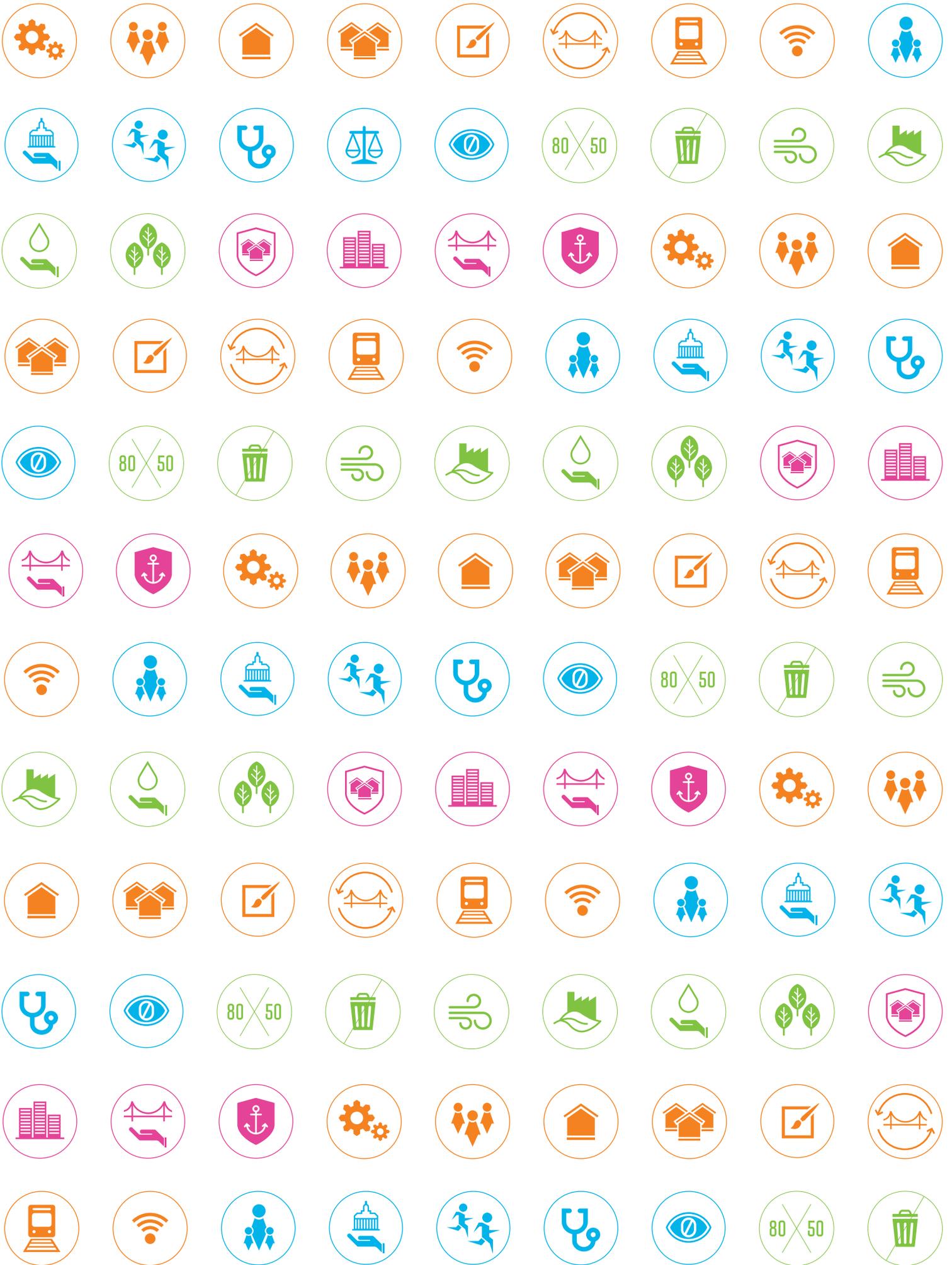
Systematically track performance of equity outcomes to ensure OneNYC is making a positive and equitable impact on all New York City Communities

Initiative 1: Issue an Executive Order requiring regular compilation and use of equity metrics (Source: OneNYC 2015)

Initiative 1: Issue an Executive Order requiring regular compilation and use of equity metrics	Mayor's Office	In Progress	The Executive Order to institutionalize a more extensive equity-focused analysis as part of agency planning and operations is in development and will be issued in 2016. The Social Indicators Report and the Disparity Report, two examples of equity analysis were both released in early April 2016.	<ul style="list-style-type: none"> Issue Executive Order 	<ul style="list-style-type: none"> Update data in Social Indicators Report
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Directory of Abbreviations

100-year floodplain	The geographical area with a 1 percent or greater chance of flooding in any given year	HPD	New York City Department of Housing Preservation and Development
500-year floodplain	The geographical area with a 0.2 percent chance of flooding in any given year	HRA	New York City Human Resources Administration
ACS	New York City Administration for Children's Services	HRO	New York City Mayor's Office of Housing Recovery Operations
BIC	City of New York Business Integrity Commission	HUD	U.S. Department of Housing and Urban Development
BOEM	Bureau of Ocean Energy Management	LIPA	Long Island Power Authority
CAU	Mayor's Community Affairs Unit	LIRR	Long Island Rail Road
CBO	Community-Based Organization	LPC	Landmarks Preservation Commission
CEO	Center for Economic Opportunity	MMR	Mayor's Management Report
CERT	Community Emergency Response Teams	MOIGA	New York City Mayor's Office of Intergovernmental Affairs
CSO	Combined Sewer Outflow	MOS	New York City Mayor's Office of Sustainability
CUNY	City University of New York	MTA	Metropolitan Transportation Authority
DCA	New York City Department of Consumer Affairs	NAC	Natural Areas Conservancy
DCAS	New York City Department of Citywide Administrative Services	NFIP	National Flood Insurance Program
DCP	New York City Department of City Planning	NPCC	New York City Panel on Climate Change
DDC	New York City Department of Design and Construction	NPS	National Parks Service
DEP	New York City Department of Environmental Protection	NYCEDC	New York City Economic Development Corporation
DFTA	New York City Department for the Aging	NYCEEC	New York City Energy Efficiency Corporation
DHS	New York City Department of Homeless Services	NYCEM	New York City Emergency Management Department
DOB	New York City Department of Buildings	NYCHA	New York City Housing Authority
DOC	New York City Department of Correction	NYCSCA	New York City School Construction Authority
DOE	New York City Department of Education	NYPA	New York Power Authority
DOF	New York City Department of Finance	NYPD	New York City Police Department
DOH	New York City Department of Health and Mental Hygiene	NYSDAC	New York State Department of Environmental Conservation
DOHMH	New York City Department of Health and Mental Hygiene	NYSDOH	New York State Department of Health
DOI	New York City Department of Investigation	NYSDOS	New York State Department of State
DOITT	New York City Department of Information Technology and Telecommunications	NYSDOT	New York State Department of Transportation
DOP	New York City Department of Probation	NYSERDA	New York State Energy Research and Development Authority
DOT	New York City Department of Transportation	NYSSOC	New York State Office of the Comptroller
DPR	New York City Department of Parks and Recreation	OER	New York City Mayor's Office of Environmental Remediation
DSNY	New York City Department of Sanitation	OMB	New York City Office of Management and Budget
DYCD	New York City Department of Youth and Community Development	ORR	New York City Mayor's Office of Recovery and Resiliency
EPA	U.S. Environmental Protection Agency	PANYNJ	Port Authority of New York and New Jersey
FAA	Federal Aviation Administration	SBS	New York City Department of Small Business Services
FDNY	New York City Fire Department	SCA	New York City School Construction Authority
FEMA	Federal Emergency Management Agency	SWMP	Solid Waste Management Plan
FERC	Federal Energy Regulatory Commission	TLC	New York City Taxi and Limousine Commission
FHWA	Federal Highway Administration	UHI	Urban Heat Island
FIRM	Flood Insurance Rate Map	USACE	U.S. Army Corps of Engineers
FRESH	Food Retail Expansion to Support Health	USFS	United States Forest Service
HHC	New York City Health and Hospitals Corporation		





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