

PROGRESS REPORT

# OneNYC 2018



The City of New York  
Mayor Bill de Blasio

Dean Fuleihan  
First Deputy Mayor



**NYC**

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# Letter from the Mayor



Friends,

Three years ago we released *One New York: The Plan for a Strong and Just City* as an urgent response to the related challenges of climate change and inequality. Since then, we have fought hard. We have been creative. We have harnessed the full resources of our government. Today, we can point to real progress on our path to becoming the fairest big city in America.

**We are growing:** New Yorkers are creating good-paying jobs and economic opportunity as our population rises. **We are more equitable:** New Yorkers citywide have higher wages, safer streets, more affordable housing, and better access to healthcare. **We are more sustainable:** Our air and water are cleaner, our streets are greener, and we are emitting less greenhouse gas. **We are more resilient:** Our neighborhoods are better equipped to withstand heat, flooding, and storms.

This progress report for OneNYC shows that we’ve had measurable achievements on a wide variety of fronts. But we cannot stop. Now, we have to do more. We know that we’re in a time in history where there’s just no resting for us and we accept that challenge gladly. More than ever, the rest of the nation and the rest of the world are looking to New York City to lead.

In the coming years we will deepen our efforts and fight every day to ensure that our planet, our economy, and our city are fair, livable, and sustainable so that every New Yorker, in every zip code, can thrive.

*Bill de Blasio*

Mayor Bill de Blasio

(Image on Page Left) Mayor Bill de Blasio announces the first-ever citywide mandate that will slash greenhouse gas emissions by requiring owners of buildings larger than 25,000 square feet to cut their fossil fuel emissions and meet new efficiency targets.





# Executive Summary

Three years after the release of our OneNYC strategy, New York City is thriving as we are creating the fairest big city in America. Jobs are at record highs across the five boroughs. Crime is lower than it’s been since the 1950s. The air and surrounding waterways are cleaner than they’ve been in decades. Our neighborhoods are safer, more affordable, and more environmentally just. And we have raised the bar on climate leadership by taking the fight straight to the fossil fuel companies that have created the climate crisis.

## History

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

In OneNYC, we made significant commitments: lifting 800,000 New Yorkers out of poverty or near poverty; creating new job opportunities; dramatically reducing our greenhouse gases 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.

The four OneNYC visions and their corresponding goals and initiatives will ensure that as our city grows, it also becomes stronger, fairer, and more capable of meeting the challenges that lie ahead. So how are we doing?

## Since April 2015

**All** OneNYC initiatives have launched and are already underway

Over **80%** of OneNYC indicators are stable or improving

Of the **564** milestones we set for the end of 2017, **86%** were either completed or partially completed

(Image on Page Left)  
Photo Credit: Edwin J. Torres/Mayoral Photography Office.



VISION 1

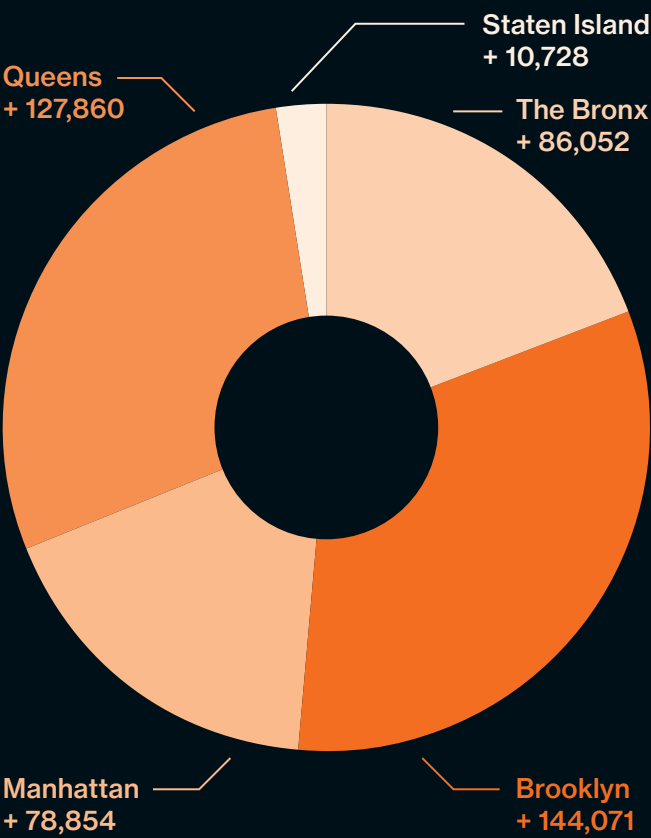
Our Growing, Thriving City

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

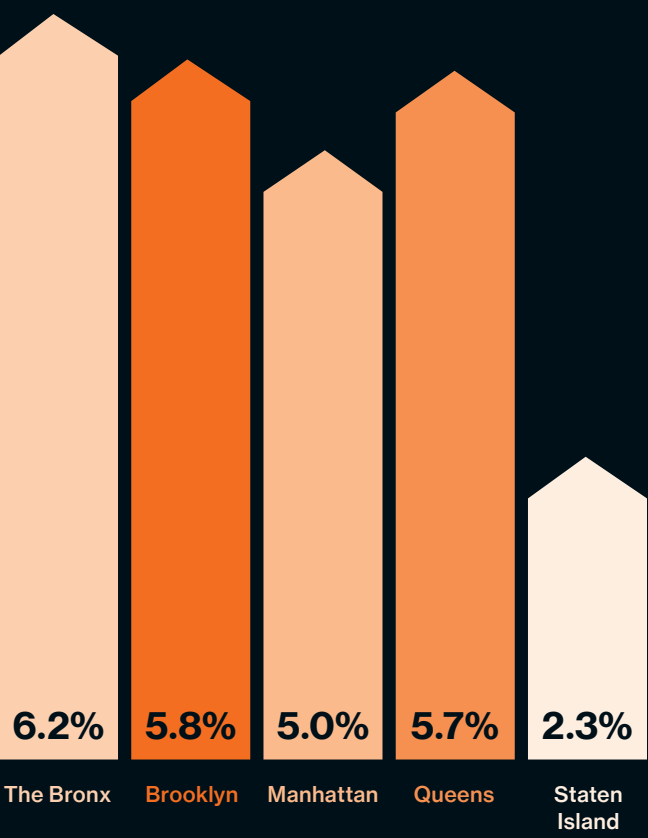
- ✓ We have seen **record job and wage growth** and record low unemployment—with gains in all five boroughs.
- ✓ Affordable housing in 2017 hit a 30-year high, with **over 87,557 homes financed** since 2014.
- ✓ CultureNYC, with an over \$15 million investment, will expand and diversify cultural offerings across the five boroughs.

Population Change by Borough  
Net from 2010 Census to July 2017

The city has not witnessed such a robust pace of growth in over a half century.



Percent Population Change by Borough  
from 2010 Census to July 2017



VISION 2

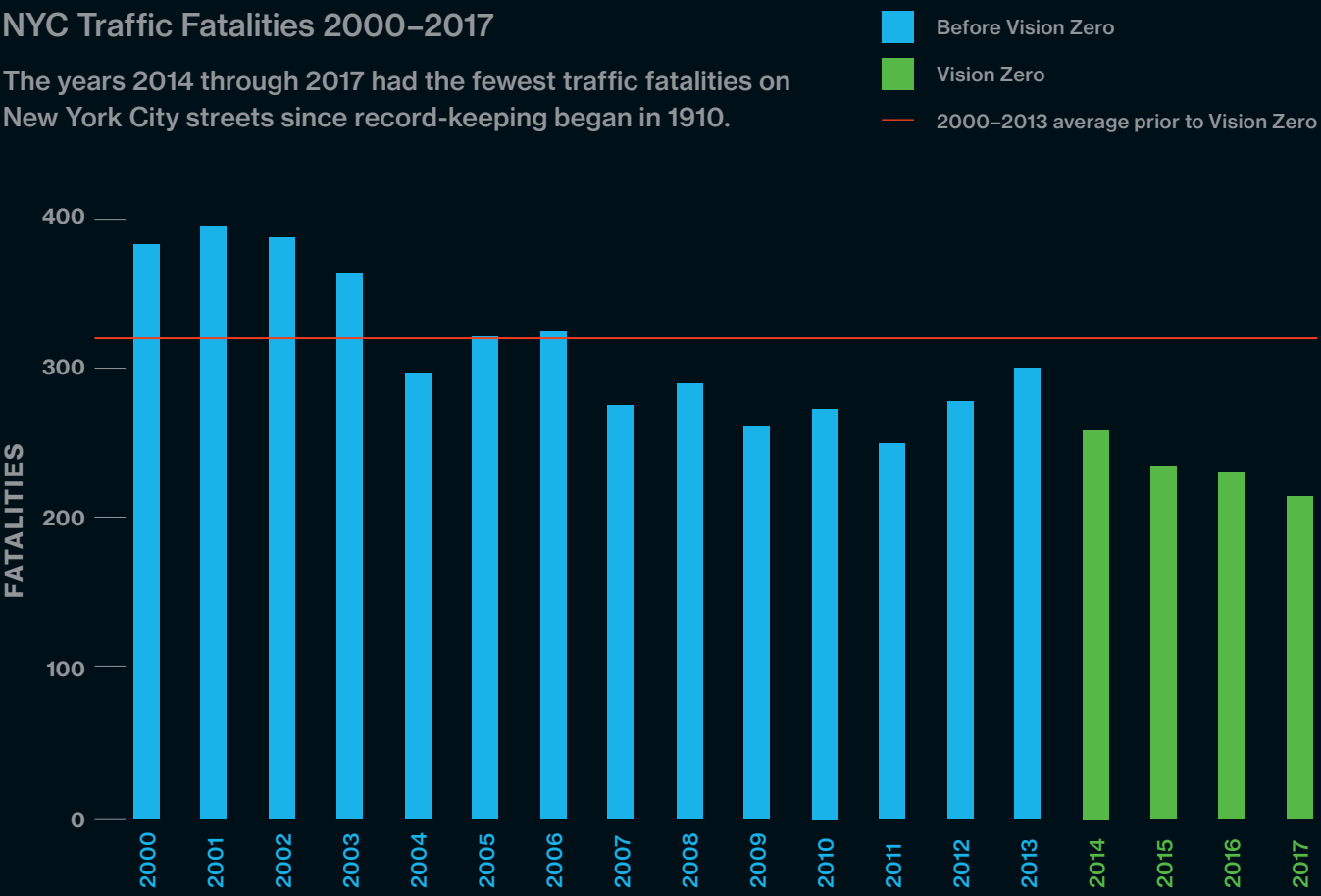
Our Just and Equitable City

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

- ✓ The City’s **jail population has fallen to the lowest number in decades**, alongside record low crime rates.
- ✓ We are **ahead of schedule in lifting 800,000 New Yorkers out of poverty or near poverty by 2025**, with the lowest poverty level since the Great Recession.
- ✓ **We tripled the number of children in free, full-day, high-quality pre-k** and launched 3-K for All.
- ✓ NYC has achieved the **safest roads since record-keeping began in 1910**.
- ✓ Over 1 million New Yorkers have secured municipal identification through IDNYC.

NYC Traffic Fatalities 2000–2017

The years 2014 through 2017 had the fewest traffic fatalities on New York City streets since record-keeping began in 1910.





VISION 3

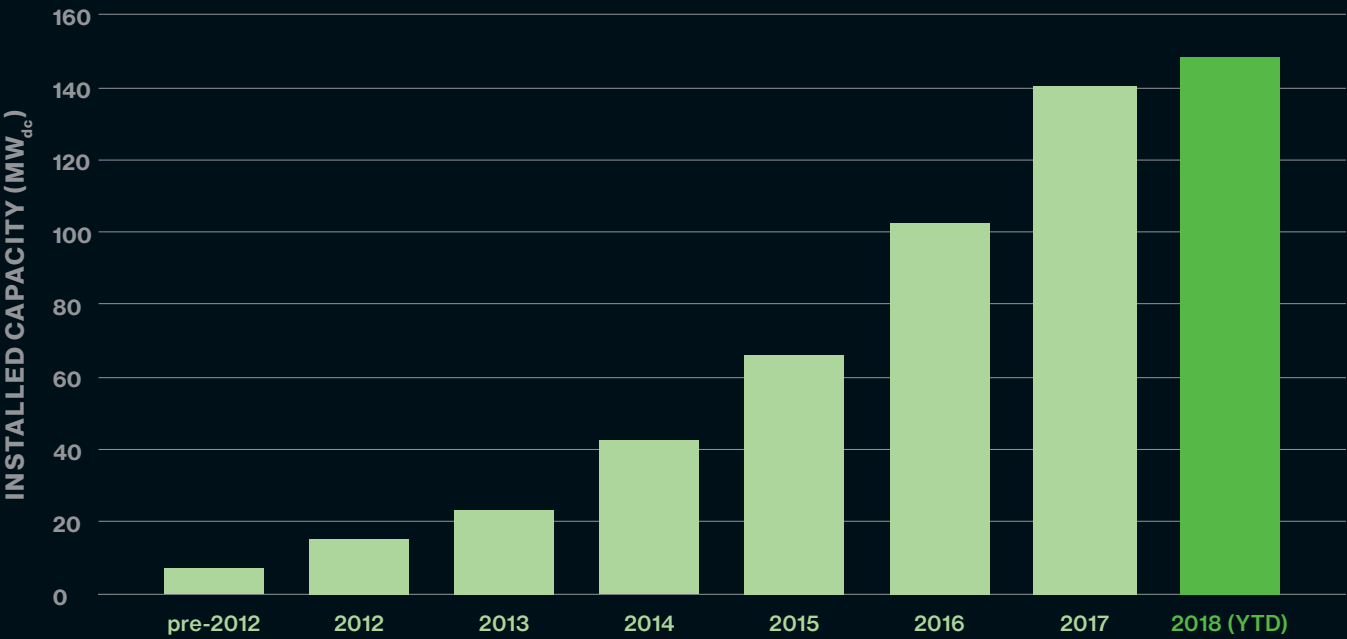
Our Sustainable City

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

- ✓ NYC was the first major city or state in the nation to commit to **divesting pension funds from fossil fuels**.
- ✓ NYC was the first city to align with the Paris Agreement; the City has **reduced annual greenhouse gas emissions 15 percent**; first-in-the-nation mandatory building retrofits will deepen the City’s emissions cuts.
- ✓ The City’s **renewable solar energy has increased solar sixfold to over 148 megawatts**.
- ✓ NYC enacted **landmark environmental justice legislation** to guide City decisions.
- ✓ The City has over **1,000 electric vehicles in use** by its agencies and over 500 charging stations are already installed.
- ✓ **Over 3.3 million New Yorkers are already served by organics collection.**

Solar Stats

NYC has increased solar deployment sixfold since the beginning of the de Blasio administration on the way to 1GW by 2030.



VISION 4

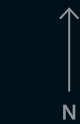
Our Resilient City

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.

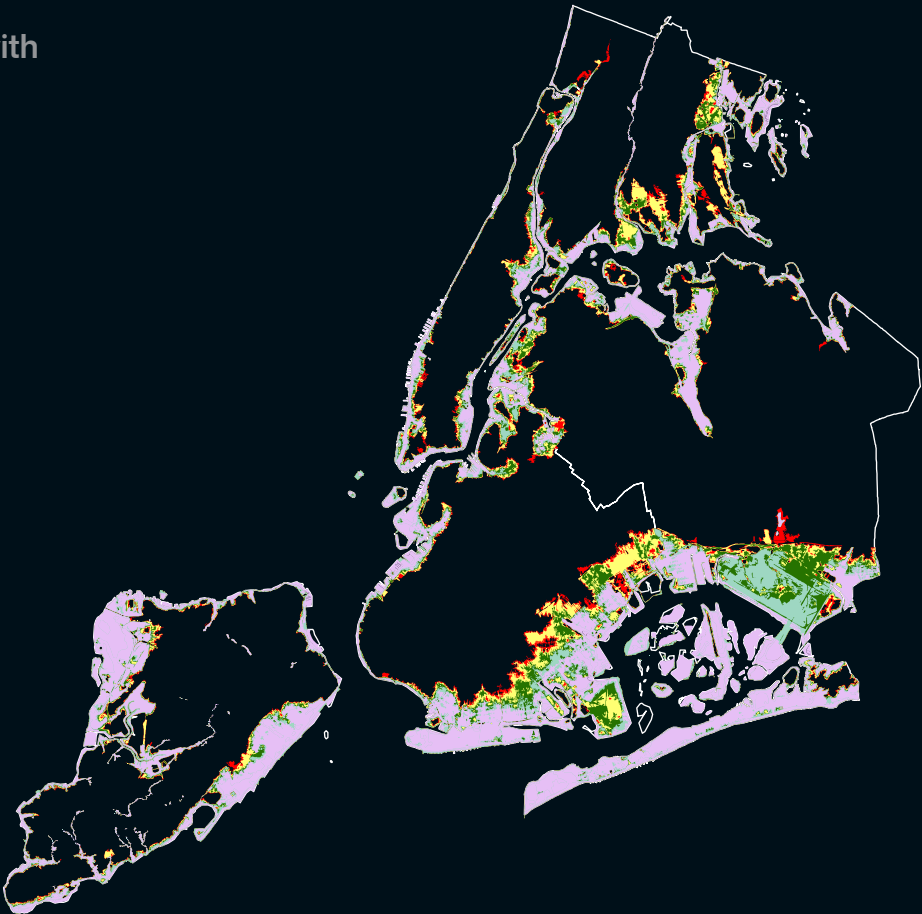
- ✓ We brought **pioneering litigation against five fossil fuel companies** most responsible for climate change.
- ✓ New **Climate Resiliency Design Guidelines** will institutionalize climate-smart construction across the city.
- ✓ The City secured a groundbreaking commitment to **redraw our flood maps** to better account for flood risk.
- ✓ Major project milestones continue to be met across the City’s over \$20 billion resiliency program, including **completion of the Rockaway Boardwalk, interim flood protection measures, and hundreds of home elevations**.
- ✓ Launched a comprehensive **\$106 million heat mitigation and adaptation program** to keep New Yorkers safe during extreme heat.

NYC Projected Floodplain with Sea Level Rise (SLR)

- 2015 FEMA Preliminary FIRM
- 2020s: 10" Sea Level Rise
- 2050s: 30" Sea Level Rise
- 2080s: 58" Sea Level Rise
- 2100s: 75" Sea Level Rise



Source: New York City Panel on Climate Change 1 percent annual chance floodplain with 90th percentile SLR projections.





EXECUTIVE SUMMARY

Next Steps

The City continues to hold itself accountable for the delivery of OneNYC initiatives, milestones, and indicators. Next year, the City will report on its continuing progress and will deliver an updated strategy. To accomplish that, we intend to deepen our engagement with New Yorkers in all five boroughs to address the challenges of today and tomorrow. This is how we will build the fairest big city in America.

Learn more.

Visit [nyc.gov/onenyc](https://nyc.gov/onenyc) for more information on our work and how you can be a part of this effort.

Photo Credit: Michael Appleton for the New York Times.

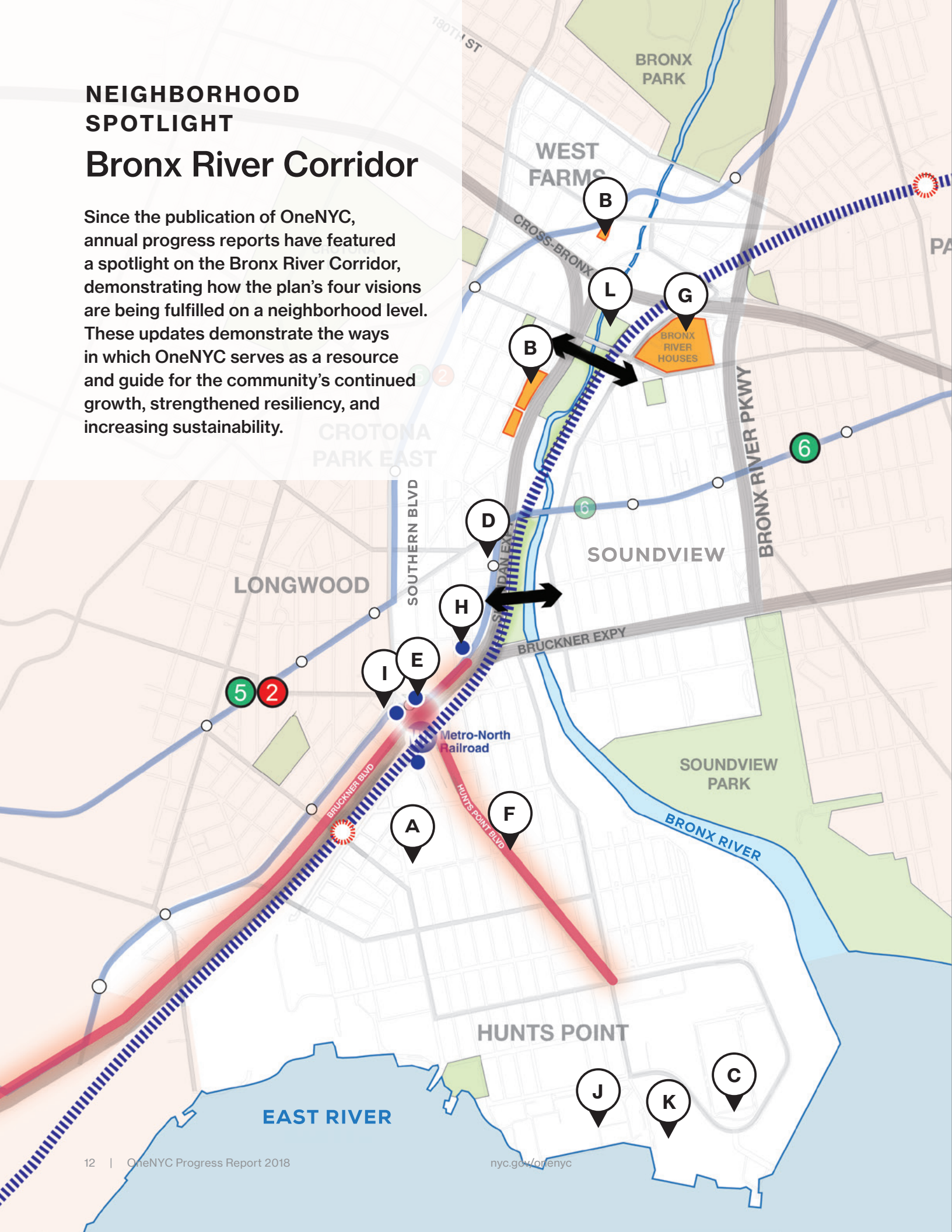




NEIGHBORHOOD SPOTLIGHT

Bronx River Corridor

Since the publication of OneNYC, annual progress reports have featured a spotlight on the Bronx River Corridor, demonstrating how the plan’s four visions are being fulfilled on a neighborhood level. These updates demonstrate the ways in which OneNYC serves as a resource and guide for the community’s continued growth, strengthened resiliency, and increasing sustainability.



PROGRESS

- A • The City continues to advance the \$150 million modernization and resiliency plan announced by Mayor de Blasio in 2015.**  
The City is investing \$45 million in HUD grant funds to protect the peninsula, including the food distribution center, from power outages due to flooding and other emergency events. In addition, the City has \$40 million in investments underway, including remediating a contaminated site in the food distribution center and making capital improvements to the meat market.
- B • New Affordable Housing**  
Compass Residences will be a complex of ten newly constructed affordable mixed income buildings, along Boone Avenue. The complex will include approximately 1,300 residential units, as well as retail space, open space, and space for a 450-seat Department of Education school. Five of the buildings are already completed or are in construction.
- C • Hunts Point Food Distribution Center**  
The City continues to advance the \$150 million modernization and resiliency plan announced by Mayor de Blasio in 2015. The City is working with GrowNYC and the State to develop a 70,000-square-foot regional food distribution hub on City-owned land, and issued a Request for Expression of Interest to develop a food-related industrial facility on site.
- D • Sheridan Expressway Redevelopment**  
Sheridan Expressway: NYSDOT is converting the Expressway into an urban boulevard. NYSDOT is currently in final design and anticipates beginning construction in the fall of 2018. Hunts Point Ramps: a NYSDOT project to improve access to the Hunts Point peninsula through the construction of ramps. This project is currently in scoping, with a Draft Environmental Impact Statement anticipated in May and a Final Environmental Impact Statement by August. Construction is anticipated to last through 2025.
- E • Hunts Point Down to Earth Farmers Market and THE POINT/Corbin Hill Farm Share**  
Building Healthy Communities supported the continuation of this year-round Fresh Food Box from November 2016 through June 2017 at THE POINT and from July to November 2017 at Urban Health Plan. \$4,286 in SNAP, FMNP, and HBs are redeemed annually at this site, with 20,000 pounds of produce via the Fresh Food Box distributed in 2017 alone.
- F • Vision Zero Priority Corridors and Intersection**  
DOT and MTA improved crosstown transit trips by adding Bx6 Select Bus Service in September 2017, which connects the Hunts Point Avenue 6 subway station to the Hunts Point Coop Market and Washington Heights. Bus stops were improved at Hunts Point Avenue and Bruckner Boulevard by adding SBS fare machines, benches, and Bus Time WalkNYC displays. An eastbound bus lane was added on 163rd Street (approaching Southern Boulevard) approaching Southern Blvd and signal timing was adjusted to improve bus and traffic operations.
- G • Bronx River Houses**  
DSNY and NYCHA are continuing outreach and education at all NYCHA developments, including those in the Bronx River Corridor. Both agencies have conducted trainings for NYCHA development staff to learn best practices for managing recycling. DSNY funded GrowNYC to conduct ongoing recycling education activities at the Bronx River Houses. DSNY and NYCHA are also actively encouraging residents to participate in the Environmental Ambassadors program. Residents can find out more and sign up at grownyc.org/NYCHA recycles.

- H • Lyons Square Playground**  
As part of the Community Parks Initiative, Lyons Square Playground in Hunts Point was redesigned and reconstructed to better serve local residents. The design, which was informed by local residents, includes enhanced play equipment, basketball courts, adult fitness equipment, seating, and a new restroom. A ribbon cutting was hosted on March 20, 2018, to celebrate the park’s reopening to the public. The construction of the restroom is proceeding on schedule and expected to be completed by the end of summer 2018.
- I • NYC Voluntary Cleanup Program Site**  
The conversion of a former gas station to a new commercial development has been completed. In 2017, four additional tenants moved into spaces in the development. The tenants now include a bank, three restaurants, a retail business, and a deli.
- J • Hunts Point Wastewater Treatment Plant**  
The Department of Environmental Protection has completed more than 30 percent design for the new anaerobic sludge digesters at Hunts Point Wastewater Treatment Plant. These digesters will replace the existing anaerobic digestion facilities and will enable the facility to accommodate organic waste in the future. The new sludge digesters will also increase the volume of methane gas produced and will provide the ability to process and use that methane gas to offset some of the plant’s energy needs.
- K • Hunts Point Resiliency**  
The City continues to advance the Hunts Point Resiliency Project, which will provide citywide and local critical facilities with reliable and resilient energy to the Hunts Point Food Distribution Center and two local schools during emergency events such as coastal flooding, high-heat days, and power outages. The City received approval from HUD for the project in 2017, and the conceptual design and environmental review are underway. The City also completed an analysis of various coastal flood risk reduction systems in 2017, and identification of a preferred project is expected by the end of 2018.
- L • Bronx River Shoreline at Starlight Park**  
In April 2017, the Department of Parks and Recreation recorded the first alewife, a species of herring found in North America, passing the 182nd Street Dam by way of the fish passage that was installed just two years earlier. After the first siting, 73 total alewife traveled upstream through the passage in 2017. Parks also stocked 400 adult alewife just downstream of the Twin Dams in the Bronx Zoo in coordination with the Connecticut Department of Energy and Environmental Protection and the Bronx River Alliance. The juveniles will hatch, swim to the ocean, and return to the Bronx River to spawn in three to five years, thus helping jumpstart a sustainable population which will benefit the regional fisheries and improve the local ecology for fish, wildlife, and humans. In addition, 448 eels were documented using the American Eel passage, also installed in 2015.





VISION 1

# Our Growing, Thriving City

GOALS

-  **Industry Expansion & Cultivation** PG 16
-  **Workforce Development** PG 20
-  **Housing** PG 24
-  **Thriving Neighborhoods** PG 28
-  **Culture** PG 30
-  **Transportation** PG 32
-  **Infrastructure Planning & Management** PG 36
-  **Broadband** PG 38

PROGRESS 2018

New York City continues to experience historic population growth and economic prosperity. Driven by an increase of 500,000 residents since 2010, the city has not witnessed this pace of growth in over 50 years. The local economy has kept pace and, in February 2018, hit a record low unemployment rate of 4.2 percent—the lowest since NYS Department of Labor data became available in 1976. The administration continues to craft policies that leverage this growth to combat inequality through customized economic development strategies aimed at sectors with high wages and job potential, expanded workforce development programs, and enhanced support for small businesses. Going forward, the administration will continue implementing the 2017 New York Works plan, a series of 25 initiatives to spur 100,000 jobs with good wages over the coming decade.

While this unprecedented growth has created vast opportunities, it has also intensified a number of challenges related to affordable housing and strained infrastructure, which the City is meeting head on. Housing New York 2.0, released in 2017, lays out new tools and programs to build and preserve affordable homes for 300,000 units—up from the previously announced goal of 200,000 units. The City is two years ahead of schedule in meeting this initial commitment after financing nearly 25,000 affordable homes last year alone, breaking the all-time record previously set in 1989. The City has also dedicated unprecedented resources to combat homelessness and help the most vulnerable New Yorkers through a suite of new and expanded programs, including rental and legal assistance.

Finally, the City has improved its transportation capacity and connectivity, with a focus on providing more transit options and access to economic opportunity through the expansion of Select Bus Service (SBS) to a total of 15 lines, protected bicycle lanes, and Citi Bike into new neighborhoods. The successful launch of NYC Ferry has also surpassed projections, serving nearly 3 million riders in its first year.





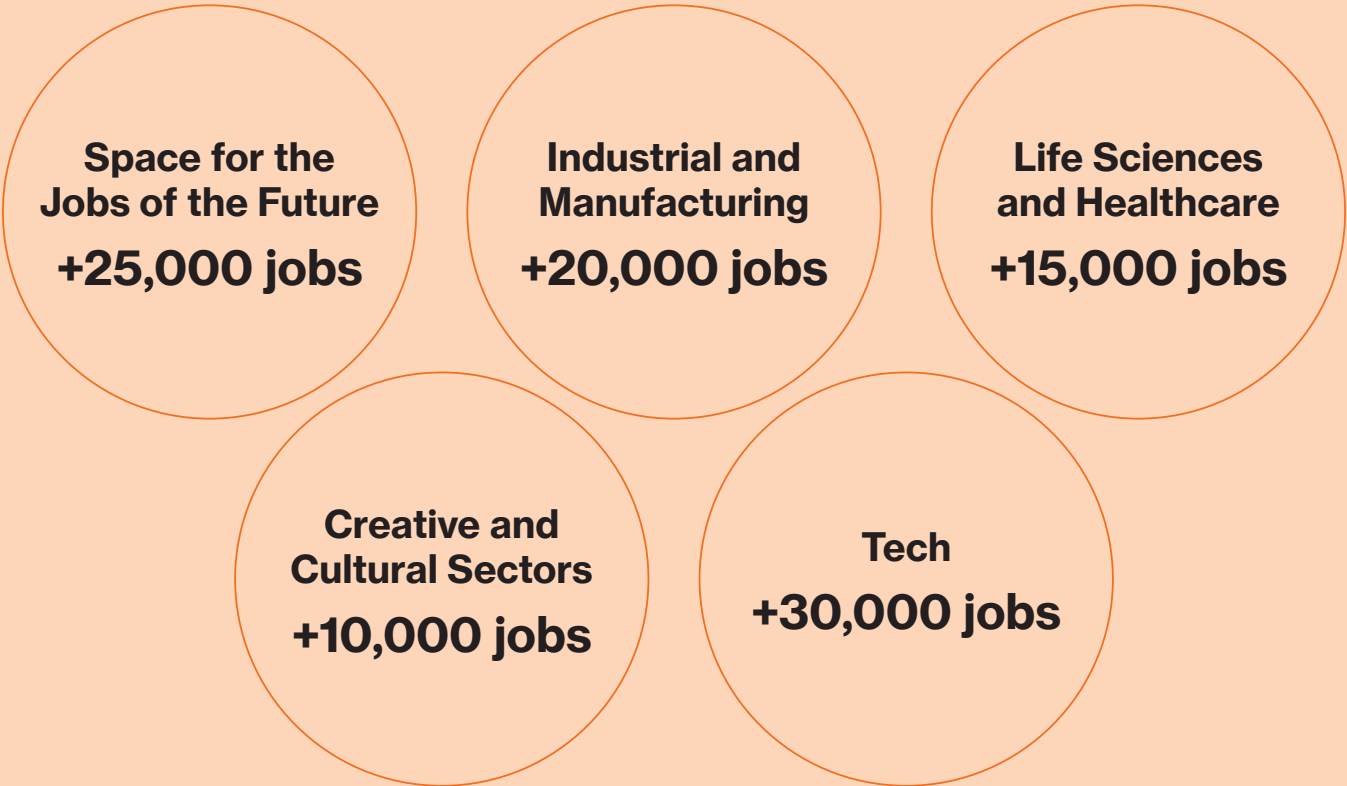
VISION 1 GOAL

# Industry Expansion & Cultivation

New York City has experienced four years of unprecedented economic growth, accompanied by rising wages and an unemployment rate that is historically low. The Economic Development Corporation (NYCEDC) is making an impact through targeted strategies to strengthen traditional and emerging sectors with high growth potential and jobs that help more New Yorkers access the middle class. NYCEDC is also making significant investments in high-quality City-owned facilities that provide space and services for businesses to grow. In 2017, Mayor de Blasio launched the New York Works plan to create 100,000 jobs with good wages over the coming decade, using an array of policy tools and 25 coordinated policy initiatives to ensure that New Yorkers are prepared and have access to these quality jobs.

INDICATOR	LATEST DATA	PREVIOUS DATA
Total number of jobs:	<b>4.463</b> million (2018)	<b>4.396</b> million (2017)
Share of (total private sector) jobs in innovation industries:	<b>14.7%</b> (2016)	<b>14.8%</b> (2015)
Median household income:	<b>\$58,856</b> (2016)	<b>\$56,457</b> (2015)
Gross city product (GCP):	<b>\$678.3</b> billion (2016)	<b>\$674.5</b> billion (2016)

## New York City will create 100,000 good-paying jobs over ten years.



### Three objectives:

#### 1. Invest in the creation of middle-class jobs

The City will address the increasing divide in the quality of job opportunities available to New Yorkers by investing in industries where middle-class jobs are growing. Across fields ranging from advanced manufacturing to freight, from film and television to the life sciences, the City's efforts will specifically focus on creating good, accessible jobs.

#### 2. Ensure jobs are accessible to New Yorkers

The City will create career pathways and invest in industry partnerships that make these middle-class jobs accessible across the diverse New York talent pool. As the nature of work changes, industrial and technology jobs will require an increasing level of qualification. The City will invest in education, training, and industry partnerships to ensure that New Yorkers have the skills and digital savvy they need to access middle-class job opportunities today and into the future.

#### 3. Prepare for the jobs of the future

The city is in the midst of a technology revolution. New technologies like VR/AR (virtual reality/augmented reality) and machine learning, and new ways of working, like the sharing and gig economies, are transforming the jobs New Yorkers have and how they perform them. The City will invest to stay at the forefront of future technologies, ensuring that New Yorkers are the beneficiaries of these changes.



# Supported traditional sectors with investments to bring them into the 21st century

New York City’s traditional sectors, such as finance, entertainment, fashion, and manufacturing, remain key engines of economic activity, job creation, and tax revenue. The City has launched a suite of initiatives focused on maintaining and growing these sectors through specific and customized interventions. For instance, in 2016 the City launched the Industrial Action Plan with more than \$115 million in new funding, and continues to find new ways to build capacity for industrial sector growth across the city.

The City is also focusing on the next generation of manufacturing businesses through Futureworks NYC, which creates a network of partnerships, services, and spaces to support advanced manufacturing. The de Blasio administration has invested over \$115 million into the Brooklyn Army Terminal (BAT) to unlock over 500,000 square feet of affordable industrial space, creating capacity for over 1,000 new jobs. In February 2018, NYCEDC announced the opening of a Micromanufacturing Hub at BAT, creating space and support for small industrial firms to grow within the campus (this followed the 2016 creation of BAT’s food manufacturing hub).



# Emerging sectors: Targeting emerging industries—from LifeSci to virtual reality

EDC is also focused on positioning New York City for the jobs and industries of the future, which entails being responsive to macroeconomic trends; new technologies, products, and services; and changing patterns in the way we live and work.

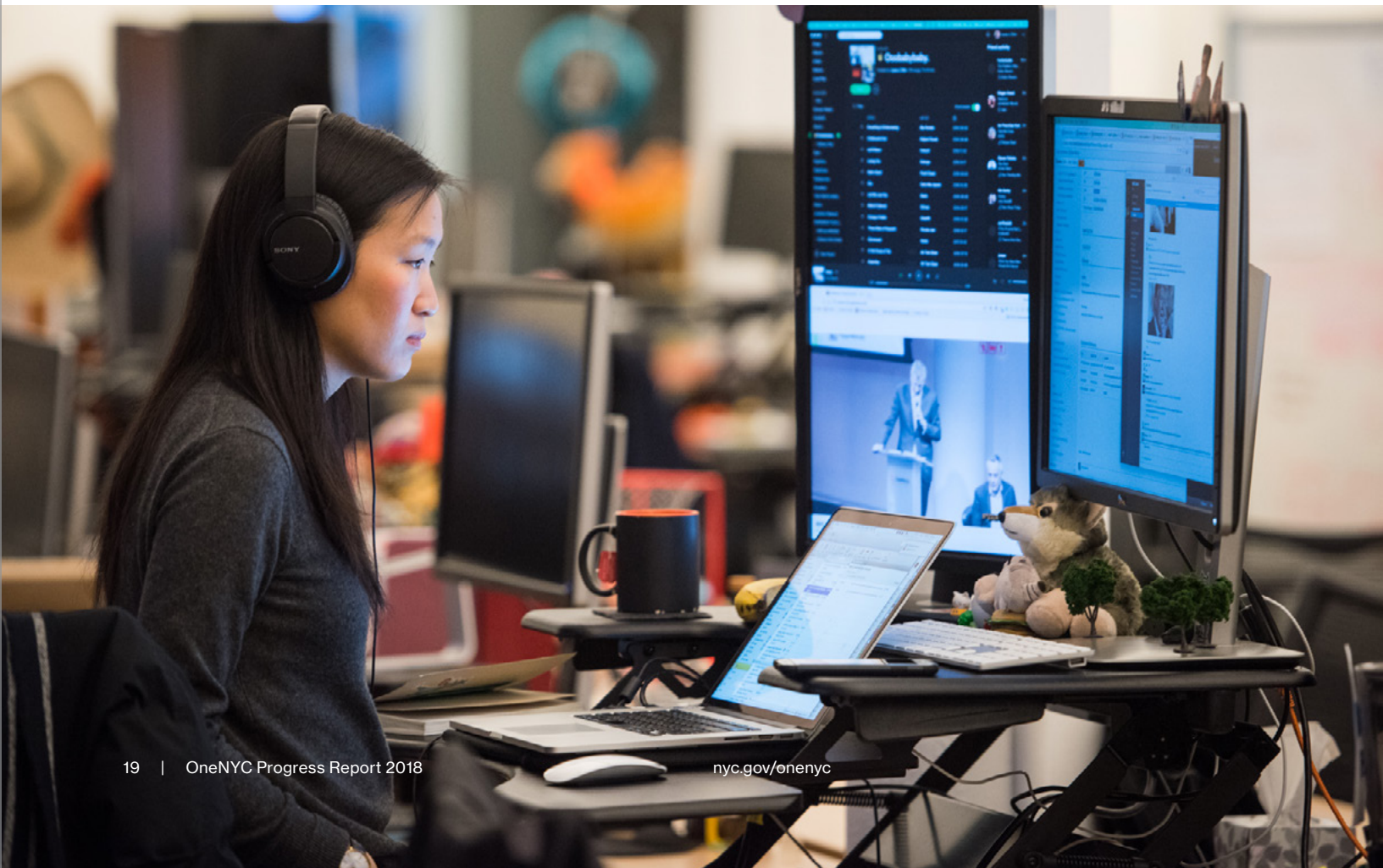
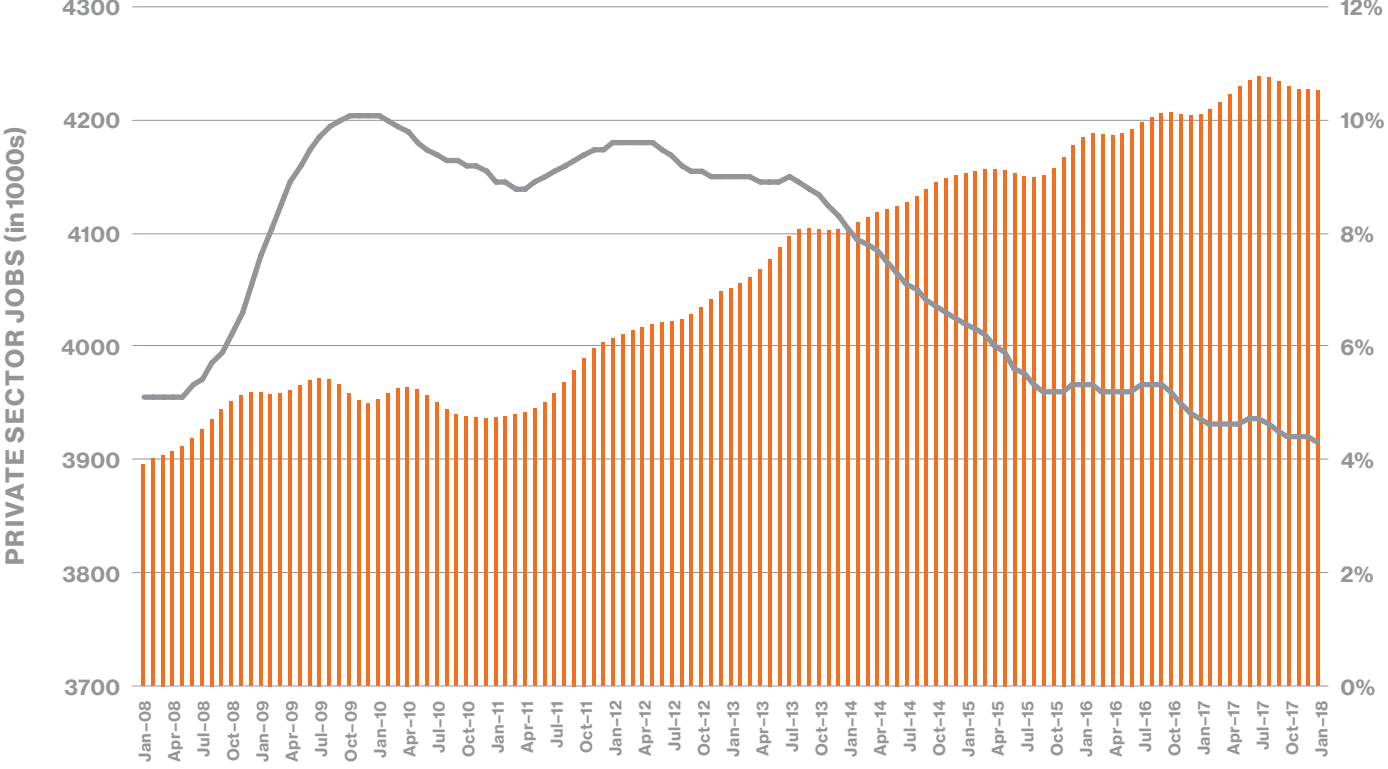
In 2017 the City took major steps on LifeSci NYC, a \$500 million, ten-year plan that will spur an estimated 16,000 new, good-paying jobs and establish the city as a global leader in life sciences research and innovation. Since the launch of LifeSciNYC, the City has awarded \$5 million for the opening of a wet-lab incubator space, released a Request for Expressions of Interest (RFEI) for the development of a world-class Applied Life Sciences Hub, and launched a new LifeSciNYC Internship Program with the first class of 40 students placed at several host companies.

Cybersecurity is another fast-growing sector where New York City is poised to become a global leader as demand for services continues to surge. In June 2017, EDC announced a bold investment in the local cybersecurity ecosystem. Building on the 107 cyber companies in New York City today and 6,000 related jobs, EDC will directly grow 3,500 new cyber jobs and contribute to the growth of 10,000 cyber jobs over the next decade. Released in December 2017, the Cyber NYC Request for Proposals (RFP) will invest \$30 million through a suite of innovative public-private partnerships. These opportunities include the creation of a Cyber Center, which will provide the city with its first accelerator dedicated to cybersecurity and serve as the hub for the industry, as well as new programs to expand and diversify the talent pipeline. The City also launched initiatives to support an array of industries such as VR/AR and the digital health marketplace.

As part of Urbantech NYC, in 2017 the City also announced the opening of Urban Technology Growth Hubs in Brooklyn and Manhattan that will activate approximately 100,000 square feet of flexible and affordable space for fast-growing cleantech and smart cities companies.

NYC Brooklyn Army Terminal.

# NYC Job Growth and Unemployment Rate January 2008–January 2018







## VISION 1 GOAL

# Workforce Development

The City is providing New Yorkers with opportunities to develop new skills, enter the workforce, and earn wages that allow them to achieve economic stability, regardless of their starting skill level or educational attainment. The Mayor’s Office of Workforce Development (WKDEV) continues to shift the workforce system to emphasize education, employment skills, advancement, and wage growth potential. Through its Career Pathways strategy, the City fosters a more inclusive workforce by targeting three key policy areas: building skills employers seek, improving job quality, and increasing system and policy coordination.

Data from the New York State Department of Labor shows that the number of jobs in the city reached a record high of 4.5 million in December 2017, and workers experienced an average increase in wages of 4.7 percent between December 2016 and December 2017. As the New York City economy continues to expand, Career Pathways is critical to supporting prosperity across the five boroughs and ensuring that all New Yorkers can benefit from the city’s success.

INDICATOR	LATEST DATA	PREVIOUS DATA
Increase workforce participation rate from current rate of 61 percent	<b>60.9%</b> (2018)	<b>60.6%</b> (2017)
Increase the number of individuals receiving City sponsored, industry-focused training each year to 30,000 by 2020	<b>21,331</b> (2017)	<b>16,161</b> (2016)



Receiving instruction through the Stage NYC program.

### Expanded CUNY ASAP program to help more students earn associate degrees

The City University of New York (CUNY) ASAP (Accelerated Study in Associate Programs), which had 4,000 students in 2014, is on track to reach its full expansion goal of 25,000 students by academic year 2018–2019. By providing students with supports, including advisement, tutoring, and fee waivers, ASAP students graduate at rates that are more than double those of non-ASAP students and graduates are empowered to enter the workforce or continue in four-year college programs.

The George Westinghouse robotics team makes it to the Hudson Valley semifinal of the FIRST Robotics Competition.



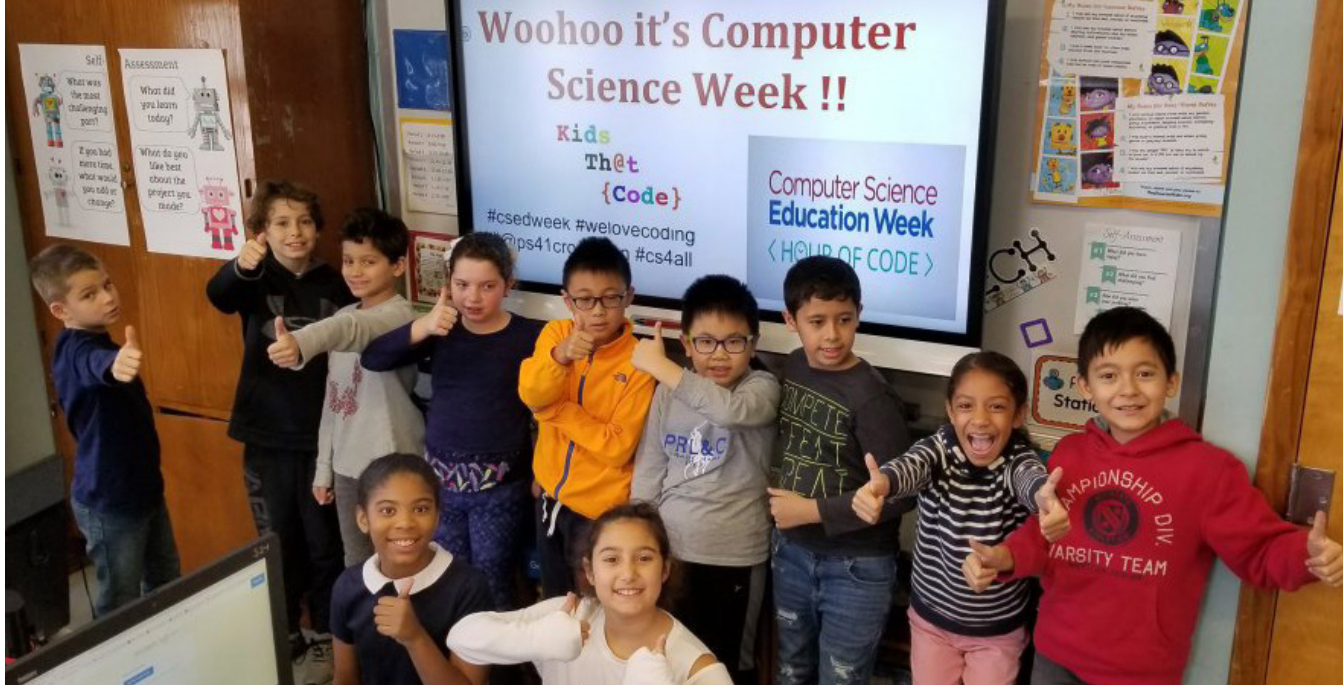
### Created industry partnerships to build pathways to good jobs

Since 2014, the City has launched five industry partnerships (IP) in key employment sectors: healthcare, technology, industrial/manufacturing, construction, and food service. These IPs work collaboratively with a diverse set of stakeholders, including employers, community-based organizations, organized labor, philanthropy, government, training providers, and educational institutions, to identify employers’ needs for qualified talent and develop solutions to address those needs. Ultimately, IPs support the economic vitality of the city through job opportunities for New Yorkers and quality talent for local businesses. The NYC Food and Beverage Hospitality Council, for instance, launched Stage NYC, which provides out of school/out of work youth with on-the-job and classroom training to prepare them for careers in the restaurant industry.

### Expanded CTE programs to enhance students’ technical skills and support work-based learning

Since 2015, 40 new Career Technical Education (CTE) programs have been launched as the City invests in a range of systems and structures to ensure high-quality CTE instruction and work-based learning opportunities. Work-based learning experiences for students have exceeded the initial goal of increasing paid internships by 1,000 over three years. The quality of these placements has also been enhanced due to the sector-based engagement of high-value industry partners.





## Launched Computer Science for All to ensure every public school student gets a computer science education

In September 2015, the City launched Computer Science for All, an ambitious program to ensure that all NYC public school students receive meaningful, high-quality computer science education at each school level by 2025. The NYC Department of Education (DOE) and partner organizations offer an array of professional learning opportunities to train nearly 5,000 teachers across elementary, middle, and high schools.

As of fall 2018, the program is already making a major impact as approximately 940 teachers received Computer Science for All training to bring back to a total of 524 New York City schools spanning elementary, middle, and high school. Additionally, since its launch, the number of students taking an AP Computer Science exam more than tripled in 2017 and the number of students passing an AP Computer Science exam increased more than fourfold.

## Increased enrollment in summer job programs to provide more youth with valuable work experience

Enrollment in the Summer Youth Employment Program and Ladders for Leaders has increased by 50 percent over the past three years. By promoting greater alignment and collaboration across the youth workforce system, the City's Center for Youth Employment and its partners are helping youth gain employment and work experience. Career exploration services are provided as well.

PS 41 Queens students celebrate Computer Science Week.

(Image on Page Right) Best for NYC Business Coaching.

**BEST FOR NYC BUSINESS COACHING**

## Helping small businesses invest in their workforce.

The Best for NYC program aims to help employers learn about and adopt practices that benefit their workers and their bottom lines. The program is the first City-led campaign of its kind and leverages impact assessment tools developed by B Lab, a nonprofit organization that certifies businesses globally for positive social and environmental impact. In 2017, Best for NYC partners received philanthropic support to pilot a business coaching model that will serve at least 20 businesses in the Bronx and yield learnings that can be replicated. This program builds on the Career Pathways goals to build a network of businesses that assess their practices and learn about tools to create high quality jobs.







VISION 1 GOAL

Housing

Since 2014, New York City has accelerated the construction and preservation of affordable housing to levels not seen in 30 years. The City has secured more affordable housing in the first four years of the Administration than in any comparable period since 1978. The City has tripled the share of affordable housing for households earning less than \$25,000. Funding for housing construction and preservation has doubled, as have the number of homes in the City’s affordable housing lotteries each year. Hundreds of affordable units are being developed on once-vacant lots. Reforms to zoning and tax programs are not just incentivizing, but mandating affordable apartments—paid for by the private sector— in new development. With the release of Housing New York 2.0, the City continues taking decisive action to build a just, equitable, and prosperous New York for generations to come.

INDICATOR	LATEST DATA	PREVIOUS DATA
New construction starts (Finance the new construction of 120,000 affordable units by 2026)*	7,177 (2017)	7,199 (2016)
Preservation starts (Finance the preservation of 180,000 affordable housing units by 2026)*	17,359 (2017)	15,173 (2016)
Total new construction permits issued*	19,619 (2017)	16,144 (2016)

Financed over 87,000 affordable apartments and homes

In Fiscal 2017, the New York City Department of Housing Preservation and Development (HPD) and Housing Development Corporation (HDC) financed 24,293 affordable apartments and homes, the highest overall production since 1989. HPD and HDC have financed over 87,000 new or preserved affordable units since 2014.

Surpassed original affordable housing targets and released new expanded plan to create and preserve affordable housing

The City is exceeding targets set under Housing New York in the first three years, financing and preserving about 15,000 units above what had been projected. In October 2017, the City announced Housing New York 2.0, an expanded affordable housing plan that aims to create and preserve 300,000 affordable homes for New Yorkers by 2026, up from the previously announced goal of 200,000 homes by 2024. The City is also doubling its commitment to senior housing in Housing New York 2.0 to serve 30,000 senior households by 2026.

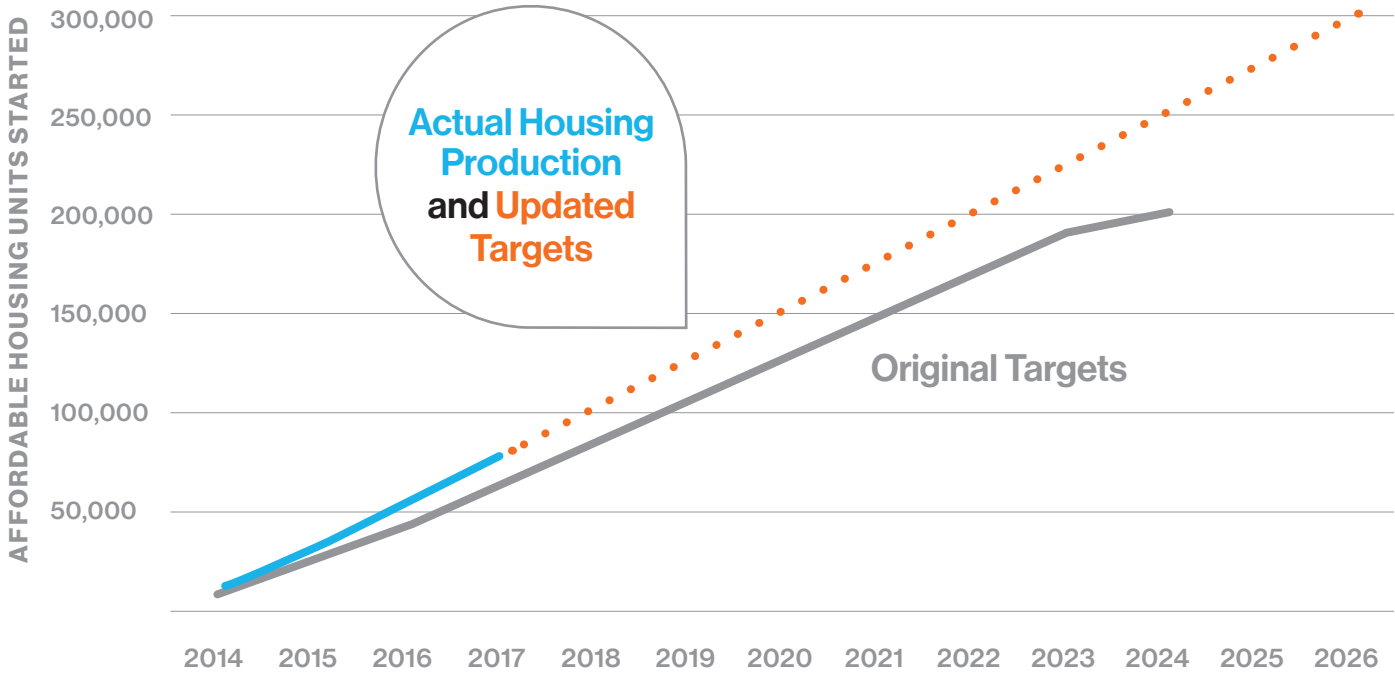
Created over 4,000 affordable units through a program that makes affordable housing mandatory

In March 2016, the City Council approved legislation enacting the Mandatory Inclusionary Housing (MIH) program, which makes affordable housing mandatory and permanent wherever new housing capacity is approved through land use actions. It is the strongest and most flexible policy in any major U.S. city. Since it came into effect, MIH has enabled the creation of over 4,000 new, permanently affordable housing units, in addition to those created through neighborhood rezonings.

New York Land Opportunity Program

In August 2017, HPD announced the first five faith-based nonprofits to participate in the New York Land Opportunity Program (NYLOP). NYLOP is an ambitious, first-of-its-kind program designed to help mission-driven organizations find partners to develop affordable or supportive housing on underutilized land. NYLOP will provide free assistance, including access to lawyers and architects, and help with issuing requests for proposals so that the five groups can identify and select experienced developers as joint venture partners.

Comparison of Original and Updated Housing Plan



Source: Housing New York 2.0



Released record number of RFPs for affordable housing development

Since 2017, the City, through HPD and the New York City Housing Authority (NYCHA), has released a record number of RFPs for development of high-quality, sustainable, and mixed-use affordable housing at sites throughout the city. This includes RFPs for 100 percent affordable housing with a Universal Pre-Kindergarten operated by DOE and public library operated by the New York Public Library in Inwood, as well as a plan to convert the historic Greenpoint Hospital to 300 to 600 new affordable apartments with community spaces.

Supported very low- and extremely low-income households through new subsidy programs

New programs overseen by HPD and HDC are doing more to serve very low-income and extremely-low income New Yorkers. Nearly half of affordable homes financed in 2017, or about 12,000 units, have been created or preserved for the lowest income households—New Yorkers making less than \$33,400 for a single person or \$42,950 for a family of three.

Committed additional \$1.9 billion to house most vulnerable New Yorkers

In 2017, the City committed an additional \$1.9 billion in City subsidy to ensure that 50,000 affordable homes will be reserved for the lowest-income New Yorkers, including seniors and veterans. The City also announced Seniors First, a slate of new affordable housing programs that will increase the amount of senior housing across the city. The City will invest \$150 million to make more homes accessible to seniors and people with disabilities; build new 100 percent affordable developments on underused NYCHA, public, and private sites; and preserve aging senior housing built as part of U.S. Department of Housing and Urban Development’s (HUD) Section 202 program.

Enacted legislation to protect tenants from harassment

In November 2017, the City enacted new “Certification of No Harassment” legislation, requiring covered building owners to prove they have not engaged in tenant harassment prior to seeking approvals for demolition or significant building alterations. If a landlord is found to have harassed tenants, they will not be able to pull those permits for five years—unless they make a substantial portion of their building affordable to low-income families, with no public subsidy.

Created or preserved 7,285 apartments for homeless New Yorkers

The City has created or preserved 7,285 apartments for homeless New Yorkers, largely through homeless set-asides in the majority of HPD’s new affordable housing programs. HPD has also launched new initiatives such as Our Space, which provides additional capital subsidy to create a reserve to fund units affordable to homeless households without relying on rental assistance.

Dedicated nearly \$59 million annually for homelessness prevention

Homebase has become a cornerstone of the City’s homelessness prevention strategy. Homebase programs craft individualized service plans with core services to assist individuals to remain in stable housing. Since 2014, the Homebase program has been expanded from 14 locations in 2014 to 26 locations. As of FY 2018, nearly \$59 million annually is dedicated to an enhanced HomeBase program that provides coordinated preventive, aftercare, and community support services, including benefits advocacy, budgeting, employment, short-term financial assistance, and assistance with housing relocation. As a result of this increased investment, 27,607 households were reached in FY 2017, a 131 percent increase in households served compared to FY 2014.

Helped over 77,000 people exit or avoid entering shelter with rental assistance

Since 2014, the City launched three new rental assistance programs and reinstated rehousing programs. These include the Living in Communities (LINC), City Family Eviction Prevention Supplement/Family Exit Plan Supplement (CityFEPS), and the Special Exit and Prevention Supplement (SEPS) rental assistance programs, and the restoration of Section 8 and New York City Housing Authority priorities. From the summer of 2014 through 2017, these initiatives have helped more than 77,000 people exit shelter or avoid entering shelter. The City has grown emergency rental assistance from \$121 million in FY 2014 to \$210 million in FY 2017, serving over 55,500 households (an increase of 14,000 households served).

Increased funding for tenant legal assistance to \$77 million in FY 2018—a 120 percent increase since FY 2013

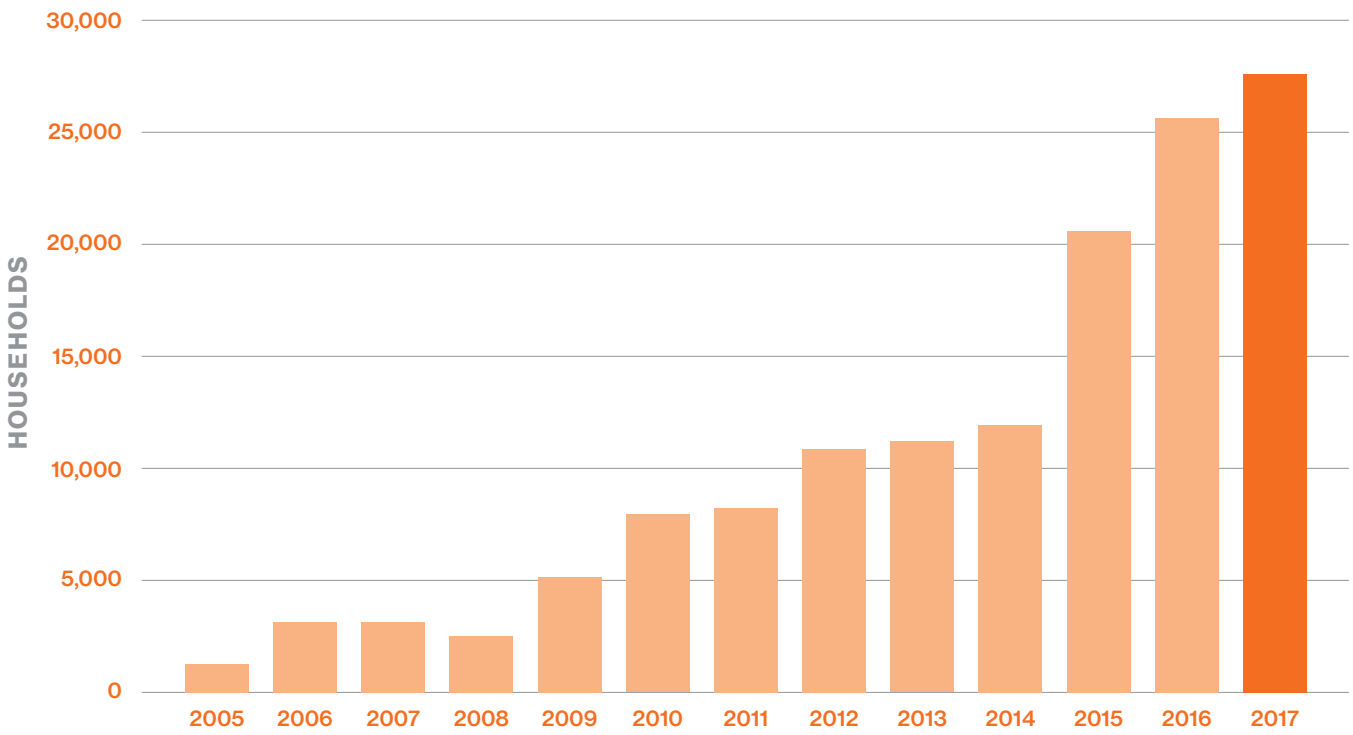
Legal assistance for tenants facing eviction, harassment, and displacement is a powerful tool to protect tenants, maintain affordable housing, and combat income inequality. The City increased funding for legal assistance for tenants facing eviction and harassment from \$6 million in FY 2013 to over \$77 million in FY 2018. In 2017, the City also enacted legislation making New York the first and only city in the country to ensure that all tenants facing eviction in Housing Court or public housing termination hearings have access to free legal services. When fully implemented in 2022, this initiative is expected to provide legal assistance to 400,000 New Yorkers facing eviction and displacement each year. Since 2014, tenant legal assistance programs have helped over 180,000 New Yorkers.

Emergency Rent Assistance

Calendar Year	Emergency Rent Assistance		
	Arrears Paid Off (millions)	Cases	Average Paid per Case
2011	\$107	40,300	\$2,666
2012	\$121	44,500	\$2,731
2013	\$127	47,000	\$2,695
2014	\$149	48,600	\$3,059
2015	\$188	54,700	\$3,442
2016	\$214	58,100	\$3,688
2017	\$211	53,200	\$3,958

Source: Department of Social Services

Homebase Households Served, by City Fiscal Year



Source: Department of Social Services





## VISION 1 GOAL

# Thriving Neighborhoods

As the city's population continues to grow, neighborhoods require essential services, healthy environments, a good quality of life, and connections to the city's job centers for residents to succeed. In 2015, OneNYC proposed initiatives that expand opportunities for mixed-use development, attract retail and services to underserved neighborhoods, and align investments in infrastructure and services to support the livability of neighborhoods slated for growth. In the last year, the City has continued its work supporting vibrant communities and strengthening neighborhoods in all five boroughs.

### Awarded over \$8.5 million over three years to fund commercial district improvement projects

The NYC Department of Small Business Services (SBS) awarded over \$8.5 million in multi-year Neighborhood 360° grants in the six neighborhoods where Commercial District Needs Assessments (CDNAs) were completed and published in late 2016: Downtown Flushing, Downtown Staten Island, East Harlem, East New York, Inwood, and Jerome Avenue in the Bronx. Eleven community-based

organizations received funding commitments through FY 2020 to hire full-time program managers and to implement projects identified within the CDNAs, including supplementary sanitation, business assistance and retention, merchant organizing, wayfinding, beautification, district marketing, and holiday lighting.

The City has committed an additional \$15 million for repairs to the East River Esplanade between East 96th and East 125th Streets, which will supplement the repair work that has already been funded in this area.



The new East 125th Street Plaza project will be constructed under the Park Avenue Metro-North Viaduct between East 124th and East 126th Streets and will contain a newly constructed plaza area and other amenities such as expanded sidewalks surrounding the Metro-North station, improved crosswalks, enhanced street lighting, and traffic signal timing changes to improve the pedestrian experience and calm traffic movement nearby.

### Offered free design and media services to support neighborhood development

SBS also launched the Neighborhood Design Lab, a new City program offering free visual design services to community-based organizations leading neighborhood development and commercial corridor improvements. Additionally, SBS launched a new partnership with BRIC Arts & Media to provide community-based organizations with training in capturing and producing short digital videos for use on social media in order to expand their outreach to local stakeholders and build awareness of their work to help with future private fundraising.

(Image Bottom Right) Downtown Far Rockaway Neighborhood Plan: illustrative view looking east on Mott Avenue.

(Image Below) Land use changes along Jerome Avenue, supported by pedestrian and public realm investments like streetscape improvements under-the-el, will help to transform the corridor into an active spine that connects neighborhoods and provides opportunities for affordable housing.



### Allocated more than \$700 million to support projects in growing neighborhoods

Since April 2017, the City Planning Commission and City Council adopted comprehensive neighborhood plans for Jerome Avenue in the Bronx, East Harlem in Manhattan, and Downtown Far Rockaway in Queens. The plans introduce zoning and land use changes to promote preservation and development of affordable housing, improve the public realm and community facilities, and foster jobs and economic opportunity. Additionally, commitments have been made for more than \$700 million in infrastructure and community resource investments in these neighborhoods, including \$300 million from the Neighborhood Development Fund (NDF). Created in 2015, the NDF is a \$1 billion dedicated funding source set aside in the City's Ten-Year Capital Strategy to support capital investments that complement neighborhood growth.







# VISION 1 GOAL

## Culture

In July 2017, Mayor Bill de Blasio and the NYC Department of Cultural Affairs released CreateNYC, the City’s first-ever comprehensive cultural plan. Building on a deep public engagement process that included 400 live events and the feedback of nearly 200,000 New Yorkers, CreateNYC lays out a blueprint for addressing the long-term health and vitality of the cultural sector while targeting funds to historically underserved communities. With an initial investment of \$15 million, the plan features a number of immediate actions to address equity and inclusion, affordability, arts and culture in public spaces, and other strategies to help arts and culture grow across the five boroughs.

INDICATOR	LATEST DATA	PREVIOUS DATA
Rate of cultural participation in key neighborhoods	1.2 cultural experiences per household a year (2016)	1.7 cultural experiences per household a year (2015)

### Supported communities in creating their own cultural visions

CreateNYC was informed by the Social Impact of the Arts Project’s (SIAP) groundbreaking two-year study, which explored the relationship between arts and culture and social wellbeing on the neighborhood level. The study discovered that cultural assets are not distributed evenly across the city, and that the presence of cultural assets in low-income communities correlates with improved outcomes in education, health, and safety. These findings laid an empirical foundation for many CreateNYC recommendations and helped substantiate the rationale behind the Building Community Capacity (BCC) program.

A strong ecosystem of individuals, organizations, and agencies are essential for addressing cultural issues

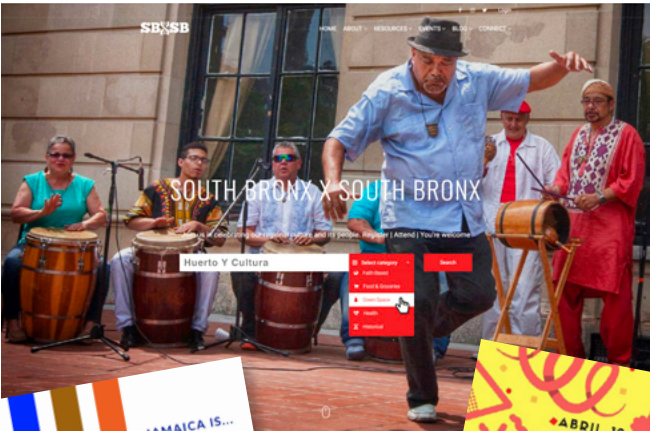
on a community level. BCC supports communities by empowering local stakeholders to create their own vision and by providing multi-year support toward executing strategic cultural plans in targeted neighborhoods. Thus far, the program created a steering committee led by an active coalition of diverse local stakeholders from East Brooklyn, Northern Manhattan, the South Bronx, and Southeast Queens. Each of the four communities identified local cultural needs and assets; created culture-related databases and local calendars; nurtured new leadership; and built cross-sector relationships between local arts agents and other community stakeholders. In January 2018, the BCC program launched in three neighborhoods: Bushwick, Far Rockaway, and Morrisania.



### PUBLIC ARTISTS IN RESIDENCE (PAIR)

The Mayor’s Office of Immigrant Affairs (MOIA) and artist Tania Bruguera initiated CycleNews, a layered and collaborative art performance and community organizing tactic in which a bicycle messenger group opened opportunities for two-way dialogue between the agency and those most affected by immigration policies. CycleNews began as a pilot in Corona, Queens—one of the city’s most immigrant-rich neighborhoods—with a group of neighborhood mothers and activists, the Mujeres en Movimiento. The Mujeres went out on weekly CycleNews shifts, delivering trusted information from the agency to community members and, in turn, bringing back information about what their neighbors need from the city to feel safe and welcome. Since the completion of the pilot, MOIA has been working with local immigrant rights groups to explore how to implement CycleNews in neighborhoods across the city. By using creative and performative tools to build trust and long-term relationships between new immigrant communities and the government, CycleNews demonstrates how art itself can be a solution to the city’s challenges.

Sample flyers from Building Community Capacity members: the Bronx Culture Collective, Jamaica Is..., and Manhattan Arts and Culture.



### Integrated artists into City Government to promote creative problem solving

In the fall of 2015, the New York City Department of Cultural Affairs (DCLA) launched PAIR, an inter-agency initiative that embeds artists with New York City public agencies in order to use creative, collaborative art practices to discover solutions to pressing civic challenges. The program takes its name and inspiration from artist Mierle Laderman Ukeles’ pioneering residency with the NYC Department of Sanitation, an ongoing collaboration since 1977.

In its first iteration, PAIR established initial pilot residencies with five City agencies: the Mayor’s Office of Immigrant Affairs, the New York City Department of Veterans Services, the Administration for Children’s Services, the Department of Design and Construction, and the New York City Housing Authority. In 2018, DCLA launched its second PAIR cohort with the Department of Correction, the Mayor’s Office to Combat Domestic Violence, and the Commission on Human Rights. Each residency begins with a three-month research period leading to a project proposal followed by project implementation.





VISION 1 GOAL

Transportation

Our transportation network is the linchpin to New York City’s dynamism and vitality. It is at once our economic engine and our civic glue—our means for accessing work, school, culture, shopping, and each other. Throughout its history, the city’s growth has been supported by investment in its transit system. But anyone who lives here can testify to the impacts of record population and job growth, increased tourism, and aging systems that require significant upkeep. Sidewalks are overflowing, subways are less reliable, and our streets and bike lanes are congested during rush hour. Capacity issues are not limited to Manhattan, and reliable and convenient transit access to employment and other activities remains stubbornly out of reach for too many New Yorkers.

For these reasons, OneNYC established goals and initiatives to improve traffic safety and public health, expand travel choices for all New Yorkers, double cycling by 2020, and maintain our streets and bridges in a state of good repair. The City made an historic \$2.5 billion investment in the MTA Capital Plan and committed an addition \$418 million toward the MTA emergency action plan with a lockbox to ensure that money is spent on New York City subways and buses. We continue to expand SBS to bring faster, more convenient

transit to communities underserved by subways. The City expanded Citi Bike, our bike share system, and has set records for the installation of new protected bike lanes for two consecutive years. The City has also renewed its commitment to our core responsibility of maintaining streets and bridges in a state of good repair through significant investments in repaving our roadways and repairing our bridge network, including rehabilitating the Brooklyn-Queens Expressway’s aging triple-cantilever structure in downtown Brooklyn.

INDICATOR	LATEST DATA	PREVIOUS DATA
Overall transit capacity into the Manhattan Central Business District (8am–9am)	Data Not Available	642,290 (2017)
Number of NYC adults who bike regularly (annual)	828,000 (2016)	778,000 (2014)

Launched NYC Ferry, carrying nearly 3 million riders in its first year

Just two years after Mayor de Blasio announced the expansion of the East River Ferry system, the City launched NYC Ferry in 2017. The public commuter system provides a new and easily accessible transit option for traditionally underserved communities and in areas where jobs and housing are rapidly growing. It includes three new routes, Rockaway, South Brooklyn, and Astoria, and the rebranded East River route. In its inaugural year, the system carried nearly 3 million riders.

NYC Ferry continues to increase access to opportunity for approximately half a million New Yorkers living within a half-mile radius of the ferry landings. A summer 2017 survey found that 87 percent of riders are NYC residents, and over two-thirds use the ferry to travel to work or school during peak travel times. Since its launch, NYC Ferry has filled over 200 jobs and continues to recruit and grow the team—from captains to deckhands to customer service agents. There will also be many jobs at the new homeport facility at the Brooklyn Navy Yard, which is currently under construction and slated to be fully outfitted by the end of 2018.

Plans in 2018 include the launch of ferry routes to the South Bronx and the Lower East Side, and the addition of a passenger stop at the Brooklyn Navy Yard homeport facility on the East River route. In response to popular demand, the City has also committed to adding capacity with six new vessels starting in 2018. These will be outfitted with bigger engines and the capacity to hold 349 passengers each. Fares remain at just \$2.75 a ride and include free transfers to other ferry routes within the NYC Ferry system.



NYC Ferry Map: New routes to the South Bronx and the Lower East Side to launch in 2018.

In its inaugural year, NYC Ferry carried nearly 3 million riders.





# Expanded bus service to improve transit options for more New Yorkers

The City continues to work with MTA New York City Transit (NYCT) to improve the speed, convenience, and reliability of bus service. Buses are the most sustainable, affordable, and space-efficient form of surface transportation, and SBS is a proven approach to improving bus service and increasing ridership. In the past three years, DOT and NYCT implemented eight additional SBS routes serving over 178,000 riders, bringing the total number of SBS routes citywide to 15. To keep the bus lanes on these SBS routes clear of traffic and double-parked cars, DOT installed bus lane enforcement cameras at 58 locations on six routes since 2015, bringing the total number of bus lane camera locations to 113 on 12 routes. Moving forward, NYCT plans to introduce bus-mounted bus lane cameras on SBS routes south of 96th Street in Manhattan. DOT and NYCT also implemented transit signal priority (TSP) on nine corridors citywide to reduce the time buses spend stopped at red lights. Finally, DOT installed 381 real-time passenger information signs at bus stops to provide waiting riders with information on bus arrivals.

BX6 crosstown in the South Bronx. Boarding islands on 161st Street ensure bus riders have a safe place to wait for the bus.



# FREIGHTNYC

Beginning in 2018, New York City will launch FreightNYC, a comprehensive, multimodal freight management strategy to modernize the City's logistics and distribution network. The strategy will transform freight systems through investments in rail and maritime infrastructure, enhance "Freight Hubs" across the City, and ensure that last-mile truck deliveries from those hubs are modern, clean, and safe for New Yorkers. The projects outlined in FreightNYC will meet and surpass the goal of creating 4,000 good-paying, middle class jobs. In addition, the projects will remove up to 70,000 truck trips from city streets, eliminate 52 million miles of truck vehicle miles travelled, reduce PM2.5 by 87,000 pounds, and eliminate over 200,000 metric tons of CO2 each year. Completion of FreightNYC included extensive private sector and industry engagement, market research, and partnership with NYCDOT.

# Grew City's bike network to support safe cycling

The City continues to make significant progress in building out its bike network, making cycling a safer and more convenient travel option for New Yorkers. About a quarter of New Yorkers ride a bike and more than 800,000 ride on a regular basis. To support these cyclists, DOT has added a total 219.9 lane miles to the bike network since 2015, including 56.8 lane miles of protected bike lanes, 52.4 lane miles of signed or marked routes, and 110.7 miles of conventional bike lanes. DOT continues to focus on bike access to major river crossings, which are key links in the network. In the past three years, the agency evaluated the approaches to 11 Harlem and East River bridges, developed plans to improve bike facilities on six of them, and completed four bike improvement projects. NYC DOT has also dramatically expanded its bike sharing system. Citi Bike now contains approximately 750 stations and 12,000 bikes, doubling the size of the initial system launched in 2013 and expanding service further north to 130th Street in Manhattan, to Astoria in Queens, and to Prospect Heights and Crown Heights in Brooklyn. Looking to the future, in late 2017 DOT released an RFEI to bike share companies with "dockless" bike share systems that do not require stations for bikes. Responses to the RFEI will help inform the City's strategy for future bike share expansion.



An example of complete streets design in Union Square with added pedestrian space, bike lanes, and a Citi Bike station.





## VISION 1 GOAL

# Infrastructure Planning & Management

New York City has one of the largest and most complex infrastructure systems in the world. It is the bedrock of our regional economy and the product of remarkable foresight and ingenuity. The age and density of the city make it notoriously difficult and expensive to maintain this infrastructure, which is further strained by unprecedented population and economic growth. For these reasons, OneNYC highlighted the need for the City to continuously improve its tools, methods, and processes for delivering projects faster and more economically, and to prioritize investments that meet a high standard of social, economic, and environmental criteria.



### Using innovative methods to reduce cost and neighborhood disruption

An innovative process to revive older infrastructure is being used by the New York City Departments of Design and Construction (DDC) and Environmental Protection (DEP) as the City seeks to improve the water distribution system in Williamsburg, Brooklyn. The method, known as “slip lining,” threads new water mains through existing underground pipes with the use of adjustable sliders, saving time and money and minimizing disruption to neighborhood streets. The \$42 million project spans 16 blocks along Leonard Street, lining the existing 72-inch trunk water main, originally installed in 1894, ensuring its continued use for decades to come. The process will save an estimated \$4 million and expedite the project’s completion by approximately one year.



Pershing Square, East Midtown rezoning.

### Secured new sources of infrastructure funding tied to development

The City Planning Commission and the City Council approved the rezoning plan for Greater East Midtown in August 2017. The plan will foster development of new, modern office buildings needed to spur jobs in the city’s core central business district and keep New York a global capital of commerce. The plan ties growth directly to improvements in the district’s public transit and public space, so as new buildings rise, New Yorkers will see major investments in subway stations, less congested sidewalks, and expansive plazas for office workers and visitors. The initiative is projected to generate up to 28,000 new permanent jobs and 23,000 construction jobs over the next two decades. The East Midtown Public Realm Improvement Governing Group approved its first allocation of funds, approving a new pedestrian plaza at Pershing Square East between 41st and 42nd Streets. The Governing Group also funded security infrastructure for the planned shared street on East 43rd Street between Lexington and 3rd Avenues, which will provide a transformed experience for pedestrians traveling to and from Grand Central Terminal.

As part of the East Midtown rezoning, the City committed to fund \$50 million worth of early action public realm improvements. This included \$12 million for the East 43rd Street shared street capital buildout and interim treatments at three additional locations, including a refresh of the Pershing Square East pedestrian plaza, and traffic and pedestrian improvements along Park Avenue and East 53rd Street. In addition, \$38 million was committed as seed money for projects selected by the Governing Group, which allocated \$21 million for improvements in Pershing Square East and along East 43rd Street in February 2018.

### Acquired ability to use design-build method to speed up construction projects, including NYCHA repairs

Design-build is widely recognized as an advantageous method for delivering capital projects by reducing costs and accelerating construction schedules. While traditional contracts require separate procurement processes for design and construction, design-build allows one entity to draft both the project blueprints and build the project to completion. New York State presides over the laws and regulations governing public construction, and, in 2011, authorized limited use of design-build contracting for certain state agencies and authorities. In 2018, the City successfully lobbied the state legislature for authority to use design-build for NYCHA repairs, rehabilitation of the Brooklyn-Queens Expressway, and the construction of new, modern jail facilities to replace Rikers Island. Combined with other recent reforms, design-build authority will help shave 18 to 24 months off the schedule for priority NYCHA projects, including the replacement of 63 poorly-rated boilers.

### Created Front-End Planning unit to improve delivery of capital design and construction projects

DDC has made significant progress improving its project delivery. Even with nearly 1,000 active projects valued at approximately \$14 billion, DDC is processing a record number of payments and change orders faster than ever and reducing the timeline for scheduling bids. One of the most transformative reforms was last year’s creation of a Front-End Planning unit to work with client agencies on project scope, schedule, cost estimates, and risk assessments before the formal commencement of capital projects, to ensure that the scope of work and budget meet necessary requirements. By dedicating more resources to projects prior to initiation and working in lockstep with client agencies, project delays and cost overruns will be reduced over time.





# VISION 1 GOAL Broadband

OneNYC recognized the internet as a prerequisite for full participation in the city’s economic and civic life and established the goal of making sure every New Yorker has affordable, high-speed internet access by 2025. This work is being advanced through the NYC Connected program, launched by the Mayor’s Office of the Chief Technology Officer to ensure high-quality internet everywhere, to eliminate cost as a barrier to access, and to make the internet a just and equitable platform. Indeed, bold action is needed to close the digital divide, with nearly one third of New York City households lacking a home broadband subscription and nearly half of the city’s small businesses without access to gigabit-speed service.

Over the past several years, the City has launched a suite of innovative programs to move us toward universal, affordable internet. More than 3.5 million people have used free Wi-Fi at LinkNYC kiosks and thousands of NYCHA residents are benefiting from free internet service; in the meantime, NYC Connected Communities provides additional resources at community centers across the city.



Bus countdown clock at a LinkNYC kiosk.

INDICATOR	LATEST DATA	PREVIOUS DATA
Percentage of New York City households with a home broadband subscription	69% (2018)	Data Not Available
Percentage of New Yorkers with access to free public WiFi within an eighth of a mile from home	28% (2018)	26% (2017)
Percentage of commercial enterprises with fast internal access at 1 GBps (gigabites per second) or higher	55.96% (2018)	56.49% (2017)

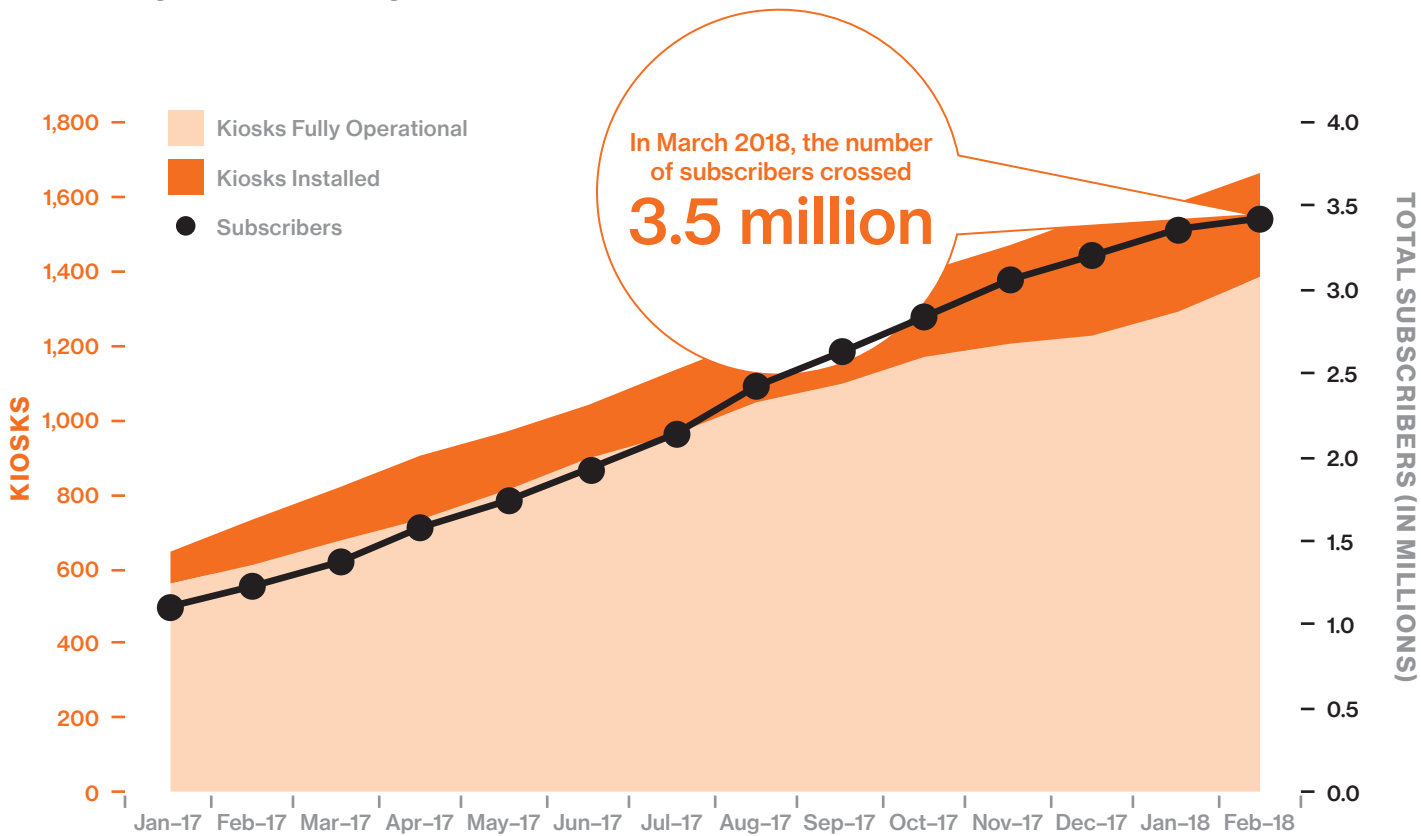
## Served over 3.5 million people through LinkNYC, the world’s largest and fastest free municipal Wi-Fi network

LinkNYC was launched in 2016 and has already become the world’s largest and fastest free municipal Wi-Fi network, with over 1,400 payphones converted to Wi-Fi kiosks. Over 3.5 million people—more than the individual populations of the cities of Chicago, Phoenix, Philadelphia, Dallas, and San Diego—have used the free gigabit Wi-Fi service, with tens of thousands of new users joining the network each week. LinkNYC Wi-Fi subscribers have used more than 3,625,000 GB of data, the equivalent of streaming 580 million songs and 3 million video hours, sending 36 billion emails and 123 billion messages. LinkNYC kiosks are also being deployed for other purposes, with the 55-inch digital displays functioning as bus time arrival clocks in certain locations and to broadcast public service announcements (PSAs) such as healthcare enrollment deadlines.

## Led efforts to resist federal repeal of net neutrality rules and protect free and open internet

In December 2017, the Federal Communications Commission (FCC) repealed net neutrality rules that ensured that all internet traffic be treated equally. By overturning the net neutrality protections, internet service providers can now slow down or charge customers more to access certain websites. In a coordinated response, Mayor de Blasio has formed a bipartisan national coalition of mayors and other city leaders, and established the Cities Open Internet Pledge to use local authority to protect net neutrality. The pledge includes a specific set of commitments for how signatories including New York City will use local public Wi-Fi or municipal broadband, plus local purchasing and regulatory powers, to ensure the internet remains an open medium. The FCC’s proposal to reverse rules that would maintain a free and open internet is part and parcel of a larger effort by the federal government to erode protections for working-class people, which also includes Congress’ and the president’s unconscionable gutting of essential online privacy protections, the usurpation of authority to monitor the deployment of critical internet infrastructure, and efforts to undermine the Lifeline subsidy to connect the underserved to the internet.

### LinkNYC Kiosk Installations (January 2017–February 2018)



Source: NYC Department of Information Technology and Telecommunications



VISION 2

# Our Just and Equitable City

GOALS

-  **Poverty Reduction** PG 42
-  **Early Childhood** PG 44
-  **Integrated Government & Social Services** PG 46
-  **Healthy Neighborhoods, Active Living** PG 48
-  **Healthcare Access** PG 50
-  **Criminal Justice Reform** PG 52
-  **Vision Zero** PG 56

PROGRESS 2018

The City is committed to making New York more equitable and inclusive and ensuring that opportunity exists for all. To make this vision a reality, in the past year the City has launched new initiatives and expanded existing ones.

A main focus has been on creating jobs and increasing income, particularly for low-income New Yorkers. The City has been working steadily to achieve the goal announced by the mayor last year of creating 100,000 well-paying jobs over the next decade. As a result of increases in the minimum wage—among other factors—poverty and near poverty rates have declined significantly since this administration took office in 2014 and the City has made substantial progress toward its commitment to lift 800,000 New Yorkers out of poverty or near poverty in a decade.

The City has also made a priority of increasing the availability of affordable housing in all five boroughs. It is ahead of schedule toward the announced goal of building or preserving 200,000 units of affordable housing in ten years. Last fall the mayor announced an expansion of that initiative, raising the goal to 300,000 units.

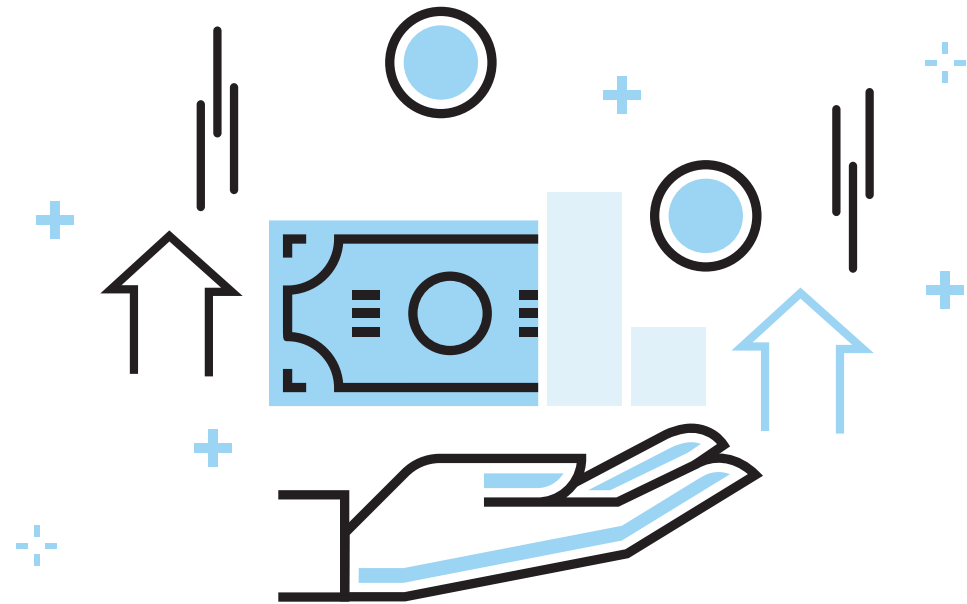
In education, the City is building on the success of Pre-K for All by launching 3-K for All, which will eventually make free, high-quality pre-k available to all three-year-olds in the city.





VISION 2 GOAL

Poverty Reduction



Tracking ahead of estimates to move 800,000 people out of poverty or near poverty by 2025

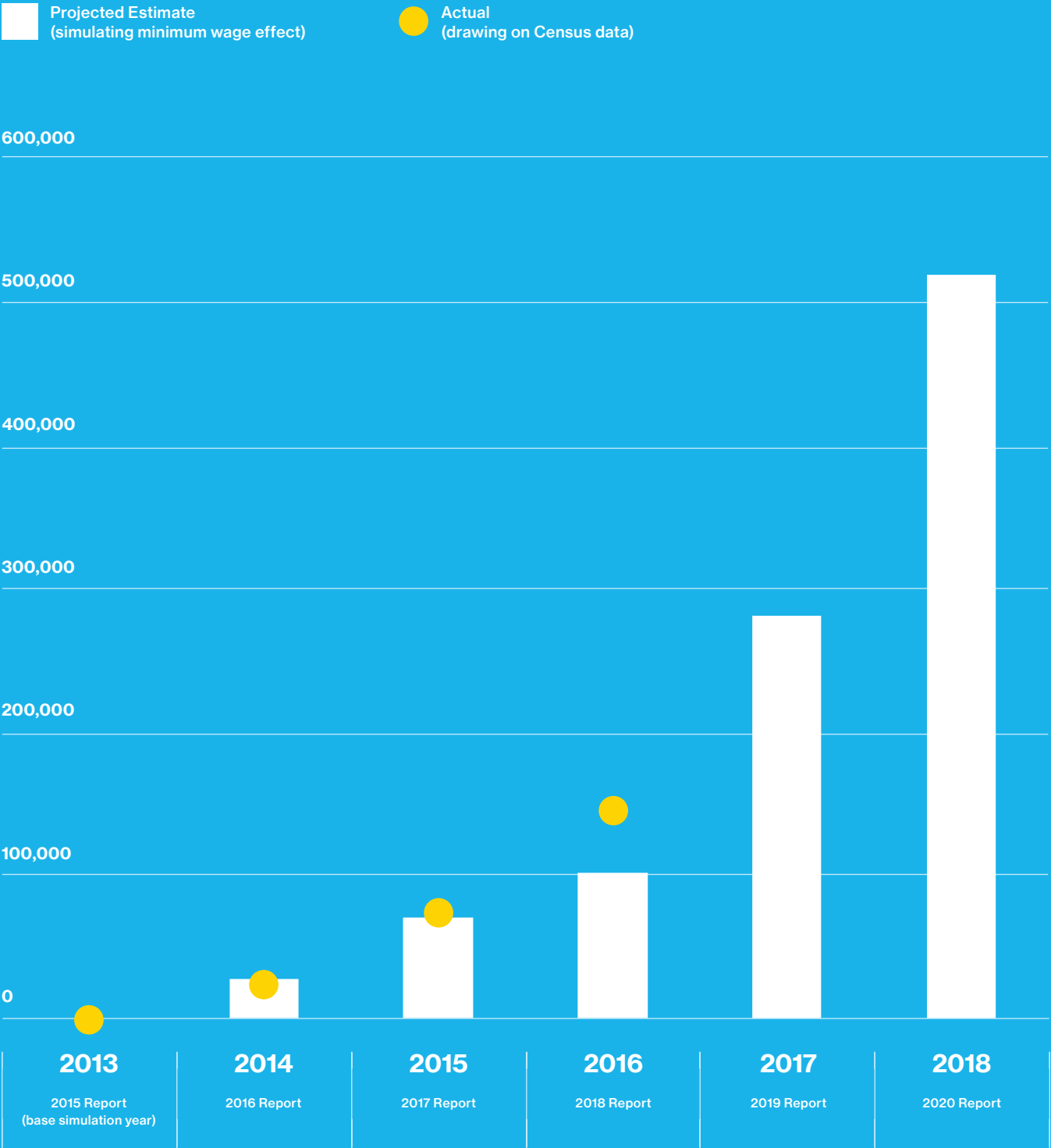
New York City has been making steady progress in reducing poverty and near poverty. The City’s poverty rate fell from 20.6 percent in 2014 to 19.5 percent in 2016, the most recent year for which data is available, according to the annual New York City Government Poverty Measure 2005–2016 report, which the City released in April 2018. This decline is a statistically significant decrease. With the latest decline, poverty in the city is at its lowest level since the Great Recession.

The City’s at or near poverty rate—the share of New Yorkers living below 150 percent of the NYCgov poverty threshold—has also been falling. The rate declined from 45.1 percent to 43.5 percent from 2014 to 2016, a statistically significant decrease.

The City is on track to meet its goal to lift 800,000 people out of poverty or near poverty between 2014 and 2025. We have projected the effect of wage raises beginning in 2014, including the increase to a \$15 minimum wage that the City fought for and won. We assess these projections by incorporating Census data as it becomes available. Using the latest 2016 Census data, we found 141,000 fewer people in poverty or near poverty by the end of 2016, exceeding our original projection of about 80,000. Looking forward, we estimate that 281,000 people will have moved out of poverty or near poverty by the end of 2017 and 519,000 by the end of 2018.

These improvements in poverty and near poverty rates are widely spread across the city. In the 3-year period from 2014 to 2016 there were statistically significant decreases in the poverty rate for working age adults, for families with children under 18, among Blacks and Hispanics, and in Queens and in the Bronx.

Number of People Moved Out of Poverty or Near Poverty (Projected vs. Actual)



\*2016 OneNYC Update included simulation of wage adjustments for City workers in addition to minimum wage; all other simulations reflect minimum wage only. The projection for 2016 using minimum wage only was 80,258.





VISION 2 GOAL

Early Childhood

New York City continues to ensure that its youngest residents thrive. By focusing on closing opportunity gaps, starting from the birth of every child, the de Blasio administration has made significant strides in leveling the playing field for all children. Interventions to reduce the infant mortality rate, implement supports for pregnant New Yorkers, and give every four-year-old access to free, full-day, high-quality prekindergarten have seen unparalleled success.

Conducted trainings to support children and families experiencing trauma

ACS is helping children, families, and providers cope with adversity through the ACS Trauma Smart initiative. In partnership with ThriveNYC, the Administration for Children’s Services (ACS) launched Trauma Smart in 2016. This social-emotional learning program is designed to address the wide range of experiences impacting children and families. It provides communities with the essential tools families, caregivers, and children can use to address

challenging life experiences. The first cohort of Trauma Smart completed trainings in August 2017, with 65 EarlyLearn center-based programs progressing to begin coaching and roll-out of the Smart Connections component of Trauma Smart in their respective sites. In September 2017, an additional 79 EarlyLearn program sites began Trauma Smart trainings that will continue through May 2018.

INDICATOR	LATEST DATA	PREVIOUS DATA
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	4.1 infant deaths per 1,000 live births (2016)	4.3 infant deaths per 1,000 live births (2015)
All four-year-olds receive access to free, full-day, high quality prekindergarten	68,000 (2017–2018)	70,430 (2016–2017)



Three-year-olds engaged in hands-on learning during center time.

Tripled the number of children in free, high-quality, full-day pre-k

Since the Pre-K for All expansion launched in 2014, the City has tripled the number of children in free, high-quality, full-day pre-k. Approximately 70,000 four-year-olds are enrolled. The expansion focused not only on increasing access, but also on investing in pre-k quality. In the two years following the expansion, New York City met its goals of rapidly implementing a free, high-quality, full-day universal pre-k system. Enrollment is high across every community, with strong participation among low-income families.

Launched 3-K for All

Building on the success of Pre-K for All, the City has launched 3-K for All—free, high-quality full-day early childhood education for every three-year-old. 3-K for All has begun in School Districts 7 (the South Bronx) and 23 (Brownsville, East New York, and Ocean Hill). By 2020, 3-K for All will expand to a total of 12 school districts. The 3-K for All initiative is part of a broader effort to strengthen a continuum of early care and education programs for New York City children. Beginning in February 2019, all programs serving children from birth to five years old will be integrated into the Department of Education, creating a unified system that will benefit children, families, and educators.

Grew participation in NYC Breastfeeding Hospital Collaborative to 77 percent of all NYC maternity facilities

The New York City Breastfeeding Hospital Collaborative (NYC BHC) supports NYC hospitals in achieving the WHO/ UNICEF “Baby-friendly” designation, earned by facilities that create an environment that strongly supports best practices in maternity care and optimal infant feeding. Since April 2015, 12 new hospitals joined the NYC BHC, bringing the total number of participating facilities to 30 (out of 39 NYC maternity facilities). Based on preliminary birth certificate data, the percentage of NYC births that occurred in Baby-friendly hospitals increased from 8.7 percent in 2015 to 15.9 percent in 2016, which surpasses the Healthy People 2020 goal of 8.1 percent.







## VISION 2 GOAL

# Integrated Government & Social Services

The City is making progress in integrating data systems and co-locating services to help give people what they are looking for where and when they need it. We want to make it as easy as possible for residents to access an array of services in one convenient location, such as a health center or a Community School, and to make sure that the data infrastructure agencies use can help holistically support residents.

### COMMUNITY SCHOOLS

#### Warby Parker Partnership: Seeing is Believing

The Department of Education (DOE) expanded its partnership with Warby Parker to provide vision screenings and eyeglasses to city students at all 227 Community Schools.

#### Sprint 1Million Project: Access is Granted

The DOE partnered with the Sprint Foundation and the Fund for Public Schools to provide free wireless devices to over 30,000 city high school students.

#### Supported nearly 117,000 students in 227 Community Schools—more than double the City’s original target of 100 schools

Community Schools deliver support by extending learning time, emphasizing family engagement, improving chronic absenteeism, and offering a wide array of health services support, including mental health services and vision screening. In addition to these core supports, Community Schools seek to innovate around targeted services for vulnerable youth and families, such as improving attendance for students in temporary housing and offering free immigration legal services for foreign-born families. Community Schools are also developing new approaches to using real-time data and analytics for continuous improvement of student achievement in attendance, behavior, and coursework.

PS 15—Roberto Clemente, partnered with Pathways to Leadership. From social workers to community educators, students in Community Schools received individualized attention and support from a variety of caring adults.



#### Launched three Neighborhood Health Action Centers in Brownsville, East Harlem, and Tremont

Social conditions, rooted in historical and contemporary racism, have a significant effect on the health of individuals, but health care systems pay too little attention to poverty, housing instability, lack of educational opportunity, and other root causes of health inequity. The Neighborhood Health Action Centers work to address this disconnect and bring about a more coordinated approach that acknowledges the relationship between social conditions and good health. In their first year of operation, over 24,000 people have visited the Neighborhood Health Action Centers to receive services.

### NEIGHBORHOOD HEALTH ACTION CENTERS

#### East Harlem Neighborhood Health Action Center

The East Harlem Action Center has numerous co-located partners providing services to individuals and families in the areas of behavioral health, youth workforce development, benefits enrollment, nutrition, and wellness. Other City services such as IDNYC, tenant legal support, pest control, and newborn home visiting are also available. Navigation and referral services, both inside and outside the building, are provided. Community engagement is a bedrock of our work and 1,512 community engagement activities reaching 23,984 people were conducted in 2017.

## Civic Service Design

### CIVIC SERVICE DESIGN

The City launched the nation’s first-ever Municipal Service Design Studio dedicated to improving services for low-income residents. The Studio released Civic Service Design Tools + Tactics, an introduction to service design principles for public servants to improve delivery of City services.





VISION 2 GOAL

# Healthy Neighborhoods, Active Living

The City continues to shape the built environment in support of an active and healthy lifestyle for New Yorkers and a more sustainable, nutritious, and equitable food system. Through a targeted set of programs aimed at improving neighborhood food options and opportunities for physical activity, the City is committed to eliminating longstanding disparities in health outcomes and providing opportunities for healthy living.

Improved access to healthy food in underserved communities

The City administers a number of programs aimed at improving the overall food environment and addressing disparities in access to nutritious food, including improving healthy food options in retail stores, increasing the purchasing power of New Yorkers for healthy food, and providing education and resources for preparing balanced meals at home. The City’s Health Bucks program, for example, provides low-income New Yorkers with additional purchasing power to buy fresh, locally-grown produce.

Health Bucks are \$2 coupons redeemable for fruits and vegetables at all 140 NYC farmers’ markets year-round. Since 2015, over \$1.2 million of Health Bucks have been distributed through farmers markets and 450 community organizations. The City has also focused on the food environment in low-income neighborhoods through programs like Shop Healthy NYC, which recognized 131 bodegas and supermarkets in Brooklyn, Harlem, and the Bronx last year with a special citation for stocking and promoting of healthy foods in their stores.

INDICATOR	LATEST DATA	PREVIOUS DATA
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	2.3 mean servings (2016)	2.3 mean servings (2015)
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	Data Not Available	21% (2015)

Increased opportunities for physical activity for New Yorkers of all ages

Physical activity is crucial for improving and maintaining health among New Yorkers of all ages. The City offers programs for different age groups providing opportunities for physical activity in schools, homes, streets, parks, and even workplaces.

By opening school sites to the public and adding new equipment, sports coating, colorfully painted ground-marking games, tracks, and other designs, the Schoolyards to Playgrounds program is helping address disparities in health outcomes and opportunities for healthy living in low-income neighborhoods. Since 2015, NYC Parks and the Department of Education have opened 17 additional schoolyards as playgrounds, increasing community access to quality recreational space in underserved neighborhoods. During this period, the Department of Health and Mental Hygiene (DOHMH) also provided 62 schools and 60 early childhood centers with training, technical assistance, and support to implement active design enhancements at their sites. Overall, more than 7,600 students in early childhood centers and more than 40,600 public school students have benefited from the enhancements.

The City also leads initiatives that encourage physical activity among adults and seniors. In 2017, NYC Parks hosted 170,000 visits to its Shape Up fitness classes and completed seven Community Parks Initiative projects that included new adult exercise areas. Many more are in the pipeline. The City also established design guidelines to promote physical activity, including annual FitCity conferences and the *Active Design in Early Childhood Settings Playbook*.

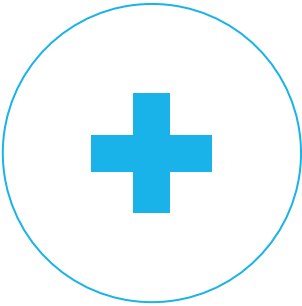
Addressed home health hazards in public and private housing

Asthma affects nearly 1 million New Yorkers and asthma-related hospital visits are higher among residents living in high-poverty neighborhoods. To reduce exposure to potential triggers such as pests and mold, the City administers programs in public and private housing. Since 2015, the New York City Housing Authority (NYCHA) has budgeted \$843.6 million for roof replacements and has replaced 63 roofs at six developments. The mayor’s 13-phase Roofing Initiative will replace aging roofs at 952 buildings overall for a total of \$1.3 billion. NYCHA launched Mold Busters, a new program to train NYCHA staff around eliminating the root causes of mold, and also launched an initiative to educate residents about the health risks of exposure to secondhand smoke. In addition, NYCHA offers services for smokers who want to quit—in advance of adopting a smoke-free housing policy to comply with new U.S. Department of Housing and Urban Development rules.

The City has developed a range of programmatic efforts to promote healthy housing, including the DOHMH Healthy Homes Training for Housing Preservation and Development (HPD)-financed new construction and substantial renovation—a new HPD prerequisite for Enterprise Green Communities certification. Since 2015, DOHMH has trained over 350 architects, general contractors, and owners/developers on integrated pest management (IPM), smoke-free housing, and active design. In 2017, HPD and DOHMH partnered with city and state entities to launch the Integrated Physical Needs Assessment, a new tool to better evaluate the water, energy, and health needs and opportunities of properties.







VISION 2 GOAL

Healthcare Access

Access to high-quality, responsive physical and mental health care services is an integral need for all New Yorkers. The City continues to expand connections to care by opening new health centers, upgrading the quality of existing healthcare services, and ensuring that mental health and substance misuse supports are available to everyone who needs them.

Enrolled 80,000 New Yorkers in health insurance

GetCoveredNYC is a citywide outreach initiative created by Mayor de Blasio that helps New Yorkers enroll in health insurance and provides access to primary and preventive care. The initiative’s outreach specialists proactively engage uninsured New Yorkers, providing free support in over 12 languages to help people understand their eligibility and assist them throughout the enrollment process. GetCoveredNYC—a partnership between the Mayor’s Public Engagement Unit, NYC Health + Hospitals, the Department of Health and Mental Hygiene, the Human Resources Administration, and the MetroPlus Health Plan—reached over 400,000 people and enrolled over 80,000 previously uninsured New Yorkers in quality affordable health insurance in 2017.



GetCoveredNYC reached over 400,000 people.

INDICATOR	LATEST DATA	PREVIOUS DATA
Increase the percentage of adult New Yorkers who feel that they received the medical care they needed in the past 12 months	89% (2016)	90% (2015)
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	Data Not Available	46% (2015)



Mental Health Service Corps is part of the ThriveNYC initiative. Photo Credit: Joanna Graham /Mayoral Photography Office.

Deployed 125 behavioral health clinicians to high-need communities

In 2015, the NYC Department of Health and Mental Hygiene launched the Mental Health Services Corps (MHSC), a ThriveNYC program to fill long neglected gaps in mental health and substance use services throughout NYC by placing behavioral health clinicians within high-need communities. Designed with dual objectives, MHSC is a joint career developing and training program for early-career social workers, mental health counselors, and psychologists, as well as a practice transformation program for primary care and behavioral healthcare settings. As of December 2017, MHSC has deployed 125 behavioral health clinicians to 119 primary care sites and 61 behavioral health sites. The program especially focuses on the mental health needs of elderly, homeless, HIV+, immigrant, low-income, limited English proficient, and uninsured New Yorkers.

Opened Geriatric Center at NYC Health + Hospitals/Harlem

In December 2017, NYC Health + Hospitals/Harlem celebrated the opening of its Geriatric Center, located on the 13th floor of the Martin Luther King Pavilion. The Center provides specialized care, evaluation, and management of the unique healthcare needs and treatment preferences of older New Yorkers. The eight-bed specialty unit has furniture, fixtures, and equipment designed to accommodate the clinical and physical requirements of older patients. The unit is staffed by a team well trained to care for older New Yorkers and provide support to their families and caregivers.

Continued to upgrade electronic medical record system to better serve patients

NYC Health + Hospitals is undergoing one of the largest implementations of Epic in the country, which will ultimately unify 40,000 users in more than 70 patient care sites. Benefits of the integrated suite will be significant. Health + Hospitals will experience improved clinical documentation to support billed services, reduced claims denials, and accelerated reimbursement. Providers will be able to access consolidated and complete patient records to improve efficiency, and patients will more easily understand the costs of their care and be able to pay their bills online. Rollout of the integrated platform is expected to begin in the fourth quarter of 2018 while the integrated revenue cycle and electronic medical record suite is expected to be fully completed in the last quarter of 2020.







VISION 2 GOAL

# Criminal Justice Reform

New York City has implemented a broad, unified strategy to bring down crime and reduce unnecessary enforcement and incarceration. This comprehensive approach places legitimacy, fairness, trust, cooperation, and visible accountability at the center of the City’s criminal justice reform initiatives, organized around three dominant principles: reforms must be systematic, investments must be consonant with costs, and initiatives must draw on the vanguard of research. The strategy is spearheaded by the mayor but it involves agencies across City government, state and federal partners, community groups, networks and people in neighborhoods, and individual New Yorkers, allowing residents to play a role in establishing their own future.



Mayor Bill de Blasio announces the City’s commitment to closing Rikers Island and creating a smaller, safer, and more equitable borough-based jail system. Photo Credit: Ed Reed/Mayoral Photography Office.

INDICATOR	LATEST DATA	PREVIOUS DATA
Decrease the crime rate	98,991 major felony crimes (2017)	99,823 major felony crimes (2016)
Decrease the average daily population (ADP) in jail	9,500 (2017)	9,790 (2016)
Decrease the percentage of domestic violence survivors not linked to shelters	46% (2017)	48% (2016)

## Shooting Reduction

The Mayor’s Office to Prevent Gun Violence is the backbone of citywide efforts to partner with New Yorkers in reducing the remaining gun violence in New York City. The Gun Violence Crisis Management System is a citywide initiative to reduce gun violence in the 17 precincts that account for 51 percent of shootings across the five boroughs. Teams of “violence interrupters”—typically, credible messengers who have turned their own lives around—engage individuals most likely to be involved in gun violence. The teams work to deescalate disputes before crisis or violence erupts and to connect high-risk individuals with extensive networks that provide job training, employment opportunities, mental health services, and legal services to increase the likelihood of long-term violence reduction.

## Reduced crime to historic lows

Between 2014 and 2017, major index crimes in NYC were down 10 percent, homicides were down 13 percent, and shooting incidents were down 33 percent. The city ended 2017 with 290 murders—a historic low not seen since 1951. New York had a murder rate of 3.4 per 100,000 residents compared with other American cities, including four of the country’s largest: 7 murders per 100,000 in Los Angeles, 13 in Houston, 20 in Philadelphia, and 24 in Chicago. The City also recorded 790 shooting incidents in 2017—another historic low—compared to 1,172 in 2014. The drop in rates were made possible because of gains in the perceived legitimacy of criminal justice actors, citizen participation and community involvement, and government cooperation evolving into sharp crime-fighting tools.

New York City Mayor Bill de Blasio hosted a press conference to announce the creation of the Mayor’s Office to Prevent Gun Violence and visit the local anti-gun violence group Build Queensbridge 696 of the Queensbridge North and South houses in Long Island City on Friday, February 3rd, 2017. Edwin J. Torres/Mayoral Photo Office.

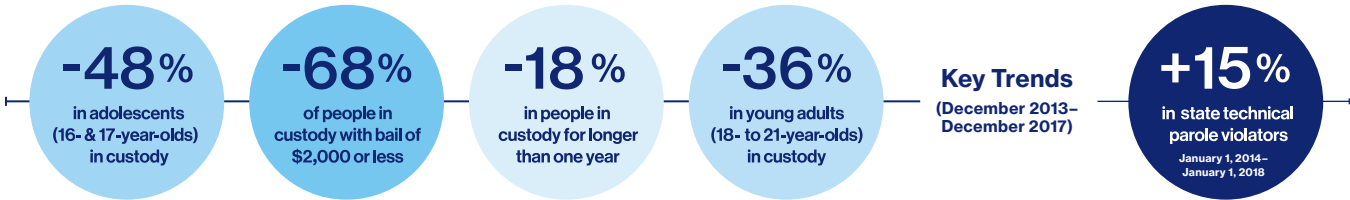
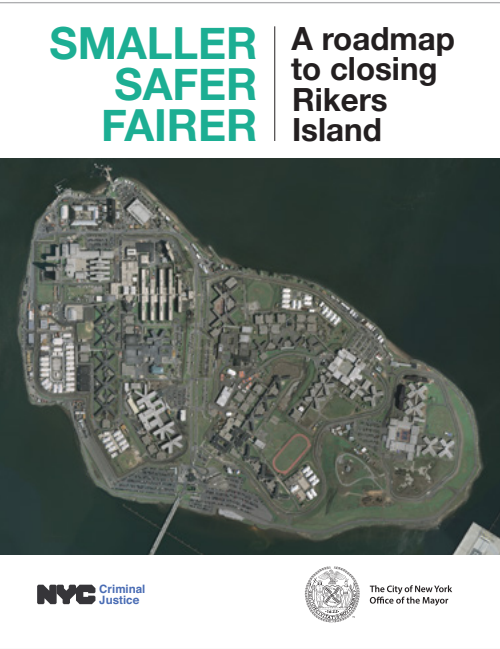




A Safer City, A Smaller Justice System

The reduction of the jail population is driven by a number of factors, including reduced crime and greatly expanded alternatives to incarceration. For example:

- Supervised release allows judges to assign eligible, lower-risk defendants to a supervisory program that enables them to remain at home with their families and continue working while awaiting trial.
- The expanded bail expeditor program helps defendants with low bail set pay bail. Bail expeditors interview defendants about who could help them post bail, contact family members, and ensure that defendants are held at the courthouse while bail is being paid.
- The City continues to introduce and expand diversion programs designed to help people access services and avoid reoffending in the future.



Lowered incarceration rate in City jails

These record crime lows fell alongside unnecessary incarceration rates. Between 2014 and 2017, New York City’s average daily jail population fell 15 percent—from 10,910 to 9,226. While incarceration rates at the national level did not drop, the city continues to shrink its jail population. Closing Rikers and further reducing the jail population is now official City policy. Reductions have been achieved without compromising public safety and by placing fairness and legitimacy at the center of the incarceration reduction strategy. On January 1, 2018, for example, the jail population was 8,705—its lowest level since 1980—compared to 11,089 inmates on January 1, 2014. This substantial progress in incarceration reduction was a result of the administration’s strategies to keep lower-level offenders out of jail and reduce case delays for violent and felony offenders.

Snapshot of the Daily Jail Population: January 1, 2014 vs January 1, 2018

	January 2014	January 2018	
Jail Population	11,089	8,705	-22%
Misdemeanor	995	564	-43%
Violent Felony	3,969	3,346	-16%
Nonviolent Felony	3,343	2,662	-20%
City sentenced	1,600	1,081	-32%
State Technical parole violators*	521	600	+15%
Other	661	452	-32%

Assisted over 58,000 victims of intimate partner violence at Family Justice Centers since 2016

In 2017, the City invested \$10.9 million to fully fund the recommendations of the New York City Domestic Violence Task Force to reduce domestic violence in the five boroughs. The 32 recommendations, both criminal justice and social services interventions, included the creation of new programs, the expansion of existing programs, and policies to increase coordination across City agencies.

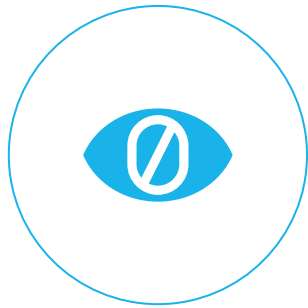
Family Justice Centers (FJCs) are co-located multidisciplinary domestic violence service centers that provide social services as well as civil, legal, and criminal justice assistance for survivors of intimate partner violence, sex trafficking and elder abuse victims and their children. With a fifth FJC opened on Staten Island in 2016, the Mayor’s Office to Combat Domestic Violence (OCDV) has worked to expand access and services, including 1) expanding hours of operation to enable clients to receive core services one evening per week at the three busiest FJCs; 2) expanding on-site mental health services to all FJCs; and 3) adding an additional Spanish speaking children’s counselor at the Bronx and Brooklyn FJCs.

In November 2017, New York became the first city to pass paid safe leave legislation that includes survivors of human trafficking, in addition to domestic violence, sexual abuse, and stalking. The new law will allow the nearly 3 million New Yorkers eligible for paid leave to attend to immediate safety needs without fear of penalty or loss of income. Workers who have been the victims of these offenses—or family members who need to assist them—can use Paid Sick or Safe Leave to care for their needs, whether physical, psychological, financial, or otherwise.

New York City First Lady Chirlane McCray announces an expansion of supports and programming to prevent and combat domestic violence in New York City. Photo Credit: Benjamin Kanter/Mayoral Photography Office.







# VISION 2 GOAL

## Vision Zero

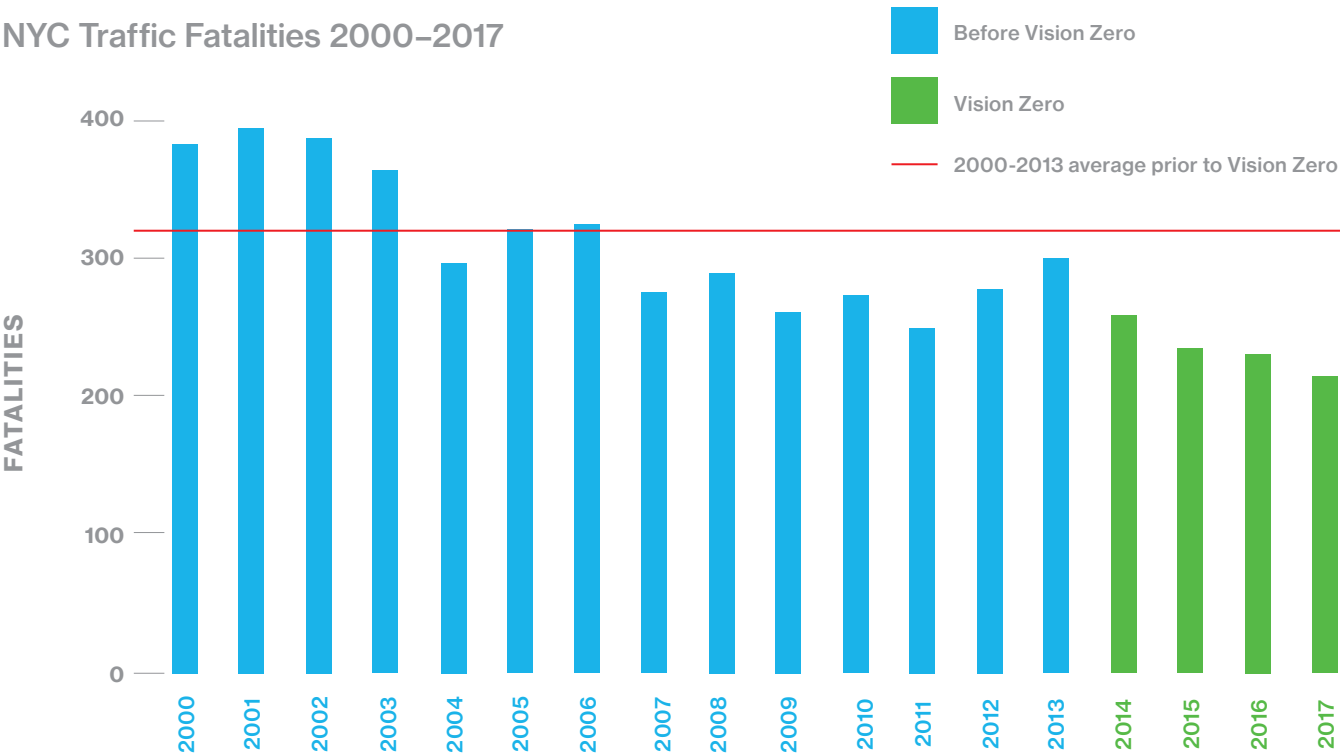
An ambitious goal requiring interagency collaboration and a fundamental cultural shift among New Yorkers, Vision Zero has significantly lowered the number of New Yorkers whose lives are lost in traffic crashes. 2017 was the safest year ever on New York City streets. But any life lost is one too many, and the City continues to invest in best practices in engineering, enforcement, and education to keep up this progress.

INDICATOR	LATEST DATA	PREVIOUS DATA
Reduce the number of traffic fatalities to zero	214 (2017)	230 (2016)

### Reduced traffic fatalities to record lows

The years 2014 through 2017 had the fewest traffic fatalities on New York City streets since record-keeping began in 1910, before the widespread use of the automobile. Since the launch of Vision Zero in 2014, New York City has witnessed a record-breaking 28 percent decline in traffic fatalities and a 45 percent decline in pedestrian fatalities despite a nationally upward trend in traffic fatalities over the same period.

NYC Traffic Fatalities 2000–2017



### Made streets and intersections safer for pedestrians and cyclists

An emphasis on data has helped target the City’s engineering efforts where they are needed most. Since the start of Vision Zero, the Department of Transportation (DOT) has completed a total of 356 street improvement projects with an emphasis on the city’s most crash-prone corridors and intersections. The Great Streets initiative focuses on improving safety on four of New York City’s major arterial routes: Atlantic Avenue, Fourth Avenue, Grand Concourse, and Queens Boulevard—which has seen zero pedestrian deaths since 2014.

Meanwhile, DOT has activated Leading Pedestrian Intervals (LPIs) at more than 2,000 intersections citywide, causing the number of pedestrians and cyclists killed or seriously injured to fall 37 percent at these locations. In addition, DOT has installed left turn traffic calming interventions at 217 intersections; this type of intervention is proven to reduce median left turn speeds by 24 percent.

### Engaged with New Yorkers about traffic safety

Connecting with New Yorkers face-to-face in their communities is an essential part of Vision Zero. Vision Zero Street Teams have been on the front lines of this outreach, teaching pedestrians skills to safely navigate dense urban environments, urging motorists to slow down and yield to pedestrians, and hosting “Know Your Limit” events at sports games and concerts to emphasize legal alcohol limits. Vision Zero has also targeted outreach to children and seniors, with an interactive traffic safety curriculum for public school students and an educational program for older adults.

During the fall and winter months, the City has mobilized to alert drivers to the safety risks that come with shorter days and earlier sunsets. For the two consecutive years that the Dusk and Darkness campaign has been underway, pedestrian fatalities have continued to decline during the fall and winter.

The City has also engaged drivers in its own fleets. Each year, the Taxi and Limousine Commission (TLC) and the Department of Citywide Administrative Services (DCAS) honor those outstanding drivers who make thousands of trips annually without a single traffic incident on their record.

### Prioritized enforcement of dangerous driving violations

A core part of the New York Police Department’s (NYPD) Vision Zero strategy is using enforcement to stop collisions before they happen. NYPD has designated six infractions as Vision Zero Violations, including speeding, failure to yield to pedestrians, cell phone use, disobeying signs, illegal turns, and failure to stop on signal. With prioritized enforcement of these violations, Vision Zero summonses now make up more than two-thirds of all moving violations issued by NYPD.

In 2014, the City lowered the speed limit on all New York City streets without a posted sign from 30 MPH to 25 MPH. With data showing that pedestrians struck by vehicles traveling at 25 MPH are half as likely to die as those struck at 30 MPH, the City made it a priority to educate New Yorkers about the new lower speed limit.

Safe Kids Walk This Way.





VISION 3

# Our Sustainable City

GOALS

-  **80x50** PG 60
-  **Zero Waste** PG 64
-  **Air Quality** PG 68
-  **Brownfields** PG 70
-  **Water Management** PG 72
-  **Parks & Natural Resources** PG 76

PROGRESS 2018

In 2015, New York City committed to becoming 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 (80x50); to having the cleanest air of any U.S. city; to achieving Zero Waste by 2030 (0x30); to investing in contaminated land remediation; and to ensuring all New Yorkers have better access to parks.

Despite the current lack of federal leadership, New York City stands by its commitments to ensure that people, economic development, and the environment all thrive together. And we are proud of the progress made to date: Our air and water are cleaner, our energy is greener, we are sending less waste to landfills, and more New Yorkers than ever before live within walking distance of a park. Furthermore, we’ve increased solar installations sixfold, invested nearly \$500 million to improve the energy efficiency of the city’s more than 1 million buildings, offered training programs to advance green jobs, and became the first city in the U.S. to commit to the principles of the Paris Climate Agreement and divest from fossil fuels.

Becoming the most sustainable big city in the world is no easy task, but achieving this goal has real benefits for all New Yorkers. With more than \$340 million invested in the City’s parks and streets, and over 620,000 trees and more than 5 million flowers planted, the city landscape is

greener. Programs such as the NYC Clean Fleet initiative and the Retrofit Accelerator have helped the city’s air quality reach its cleanest levels in more than 50 years. The City’s brownfield cleanup and redevelopment programs have simultaneously improved the environment and the health of our neighborhoods, while catalyzing economic development. The New York Harbor is cleaner and healthier today than it has been in more than a century. And the City’s organics collection program, the largest program of its kind in the country, makes it easier for New Yorkers to do their part.

As New York City continues to grow, meeting our sustainability goals will become more challenging. No matter the obstacles, the City is committed to making New York the most sustainable big city in the world and will continue to expand upon and accelerate our existing initiatives to improve the quality of life for every New Yorker and to protect the planet.

INDICATOR	LATEST DATA	PREVIOUS DATA
Reduce the city’s greenhouse gas emissions by 80 percent by 2050 relative to 2005 levels	↓15% reduction from 2005 levels by the end of 2016	↓14% reduction from 2005 levels by the end of 2015
Reduce waste disposal by 90 percent by 2030 relative to 2005 levels	3,213,400 tons in 2017	3,196,200 tons in 2016
Reduce the risks of stormwater flooding in most affected communities	1.8% backlog of catch basin repairs (2017)	0.65% backlog of catch basin repairs (2016)





VISION 3 GOAL  
80x50

In 2014, the City committed to reducing its greenhouse gas emissions 80 percent by 2050 (80x50), compared to 2005 levels. Achieving this ambitious goal is no easy task and requires active participation by New Yorkers to transform the buildings we live in, the places we work, the ways we travel, and the goods we consume. In 2016, the City published New York City’s Roadmap to 80x50, which used the best available science and state-of-the-art analysis to identify strategies in the buildings, energy, waste, and transportation sectors that would achieve 80x50 based on current technology. While progress toward 80x50 continues, the programs, initiatives, policies, and legislation that have already been implemented have begun to move the needle: our air is cleaner, our energy is greener, and we are sending less waste to landfills.

INDICATOR	LATEST DATA	PREVIOUS DATA
Reduce the city’s greenhouse gas emissions by 80 percent by 2050 relative to 2005 levels	↓15% reduction from 2005 levels by the end of 2016	↓14% reduction from 2005 levels by the end of 2015

New Yorkers marching for the climate.



Became the first major U.S. city to commit to divesting from fossil fuels

In January 2018, the City announced a goal to fully divest its pension funds from firms that own fossil fuel reserves within five years, which will make the City of New York the first major U.S. pension plan to do so. In a first-in-the-nation step toward the goal of divestment, the mayor and comptroller will submit a joint resolution to pension fund trustees to begin analyzing ways to responsibly divest from fossil fuel owners in a way that is fully consistent with the City’s fiduciary obligations. The City’s five pension funds, totaling approximately \$189 billion, hold roughly \$5 billion in the securities of over 190 fossil fuel companies. The City’s move is among the most significant divestment efforts in the world to date.



Increased solar installations sixfold since 2014

The Department of Citywide Administrative Services (DCAS) has installed over 10 megawatts (MW) of solar to date on 57 City buildings, and is working to reach a goal to install 100 MW of solar by 2025. In addition, more than 100 projects are set to begin construction this year, totaling an additional 18 megawatts, which will bring the City’s total installed capacity to nearly 29 megawatts. DCAS also is deploying energy storage technologies to help the City increase the resiliency of critical infrastructure, including launching solar plus energy storage installations at firehouses, libraries, and the Jacobi Medical Center.

Solarize NYC now has active solar group purchasing campaigns in the Manhattan neighborhood of Harlem and in Brownsville, Brooklyn, with more partnerships on the way throughout the city. The first official campaign, Solar Uptown Now, was launched in fall 2017. Centered in Harlem, it featured a collaboration with WEACT for Environmental Justice. More recently, the NYC Solar Partnership—led by Sustainable CUNY in conjunction with the NYC Economic Development Corporation (NYCEDC) and the NYC Mayor’s Office of Sustainability—partnered with Nehemiah Economic Development, Inc., to launch Solarize Nehemiah, a group purchasing campaign for rooftop solar for the Nehemiah Homes in Brownsville.

For those without the authority to install solar panels on their own rooftops, like renters, community-shared solar

Mayor Bill de Blasio and other trustees of the City’s pension funds announce the City’s goal to divest City funds from fossil fuel reserve owners within five years. Photo Credit: Benjamin Kanter/Mayoral Photography Office.

offers a way to access the benefits of clean solar energy by subscribing to the electricity generated from a solar array located elsewhere in NYC. The first crop of community-shared solar projects are going live all across the city and offer the environmental and bill savings benefits of solar to more New Yorkers than ever before.

Public entities are also using their assets to catalyze the growth of solar. The New York City Housing Authority (NYCHA) will soon select vendors for its first community shared solar Request for Proposals (RFP), which will lead to shared solar installations on larger NYCHA rooftops. In addition, NYCHA will soon launch the ACCESSolar program, which aims to support smaller solar companies by aggregating NYCHA’s smaller rooftops for shared solar installations. Similarly, NYCEDC recently released an RFP to install and operate a community shared solar project at the Brooklyn Army Terminal campus in Sunset Park, Brooklyn. This project will integrate a physical solar energy system with a community energy model that allows local businesses and residents in Sunset Park to take advantage of renewable energy at a reduced price.

New Yorkers interested in meeting a portion of their electricity needs with one of these shared solar projects are encouraged to sign up through the NYC Shared Solar Gateway at [sharedsolarnyc.com](https://sharedsolarnyc.com).



## Invested nearly \$500 million to improve energy efficiency in public and private buildings

New York City has over 1 million buildings that make up more than 5 billion square feet of built area. More than 90 percent of those buildings will still be here in 2050. The energy used in the city's building stock is the largest contributor of greenhouse gas emissions. However, GHG emissions from energy use in buildings continues to decrease, even as the city's built area has increased. To realize the full extent of potential GHG reductions, buildings must transition away from fossil fuels for certain systems, maximize on-site renewable energy, improve operations and maintenance, and empower residents to reduce energy use. Many of the initiatives to reduce GHG emissions from buildings launched to date aim to do just that.

The City has focused its own investment in municipal-owned buildings on high-value energy efficiency projects by allocating competitive funding and implementing deep retrofits in key facilities. Today, the City benchmarks the annual energy performance of all City buildings of at least 10,000 square feet. This helps target future energy efficiency investments, tracks progress, and ensures compliance with Local Law 84 of 2009—the City's benchmarking law. In 2016, the average Energy Star score for eligible City buildings was 70.8, a 21 percent improvement over the average Energy Star score of 58.6 for 2010, the first year that City buildings were benchmarked. To date, DCAS Energy Management (DEM) has awarded over \$480 million to City agencies for energy efficiency projects through the Accelerate Conservation and Efficiency program (ACE) and the Expenses for Conservation and Efficiency Leadership program. Upon completion, these projects are expected to yield more than \$67 million in avoided annual energy costs and approximately 176,000 metric tons of avoided GHG emissions, equivalent to almost 38,000 vehicles removed from the road.

The City is also committed to helping building owners and decision-makers pursue energy efficiency and clean energy projects through multiple City-funded programs. The NYC Retrofit Accelerator and Community Retrofit NYC programs are currently assisting building owners and decision-makers in over 5,000 buildings identify energy and water saving retrofit opportunities and connect to financial and technical resources to complete the projects. This year, the NYC Retrofit Accelerator launched a new High Performance Retrofit Track to assist buildings in developing and implementing long-term capital plans that will phase



Aerial view of some of New York City's more than 1 million buildings. Photo Credit: Michael Appleton/Mayoral Photography Office.

in high performance retrofits over the next 10 to 15 years, which are expected to achieve a 40 to 60 percent reduction in GHG emissions. To date, the City has contributed approximately \$16 million for energy efficiency projects in private buildings. These projects are expected to reduce the city's greenhouse gas emissions by over 95,000 metric tons of carbon dioxide equivalent.

The NYC Carbon Challenge is the City's long-standing voluntary leadership program that is working with more than 100 companies and organizations that have committed to 30 to 50 percent reductions in GHG emissions. The program celebrated its tenth anniversary last year and now represents more than 500 million square feet—or close to 10 percent of built space in NYC. To date, Carbon Challenge participants have cut their emissions by close to 600,000 metric tons of carbon dioxide equivalent and are collectively saving nearly \$190 million annually in lower energy costs. By the end of the program, current participants are projected to reduce citywide emissions by nearly 1.5 million metric tons of carbon dioxide equivalent—the equivalent of taking more than 300,000 cars off the road—and result in an estimated \$700 million in energy cost savings.

## Provided green job training to support New York City's green economy

The City is providing green job training in partnership with Solar One both through educational programs at K-12 public schools and through training programs at Rikers Island. The City's climate education program in public schools has provided professional development to 670 teachers to date. In 2017, the City also launched programming in solar energy installation basics for vocational high school students focused on the fundamentals of solar photovoltaic (PV) installations to simultaneously educate and help build our future renewable energy workforce. In addition, the City is investing in traditionally hard-to-employ populations through its Rikers Island solar basics training program. Fifty-one inmates have taken a two-day in situ training course and thirteen have completed a five-day post-incarceration training program. The City is working with the Fortune Society, Small Business Services, project developers, and unions to connect these trainees with jobs. In addition, DCAS continues to work with the City University of New York (CUNY) to train both City staff and CUNY students in energy efficiency best practices. To date, more than 3,200 City workers have been trained across more than 24 distinct course offerings, including Building Operator Certification, trades-specific energy courses, and a renewable energy training class. Sixty-five graduate and undergraduate students have also received valuable energy efficiency experience through their work in City buildings during internships with CUNY's Building Performance Lab.

To further bolster an emerging green economy, Mayor de Blasio and the Building Construction Trades Council (BCTC) announced an agreement in 2017 to launch the first class of pre-apprenticeships available through the NYC Green Jobs Corps. The NYC Green Jobs Corps, first announced by the mayor during his 2017 State of the City address, is a partnership with industry and labor aimed at training 3,000 workers over the next three years with new skills needed for the emerging green economy. In the year since the agreement was signed, training providers have already launched new classes and have started connecting graduates to employment opportunities.

Students building solar powered cars on the roof of their school, Global Learning Collaborative High School in Manhattan, which has a solar installation.

## Continued to lead the fight against climate change, becoming the first city to align its actions with the Paris Climate Agreement

On June 1, 2017, President Trump abdicated American leadership on climate change when he announced his intention to withdraw the U.S. from the Paris Climate Agreement (Paris Agreement). New York City knew that it couldn't turn its back on one of the most significant challenges facing humanity. The next day, Mayor de Blasio signed Executive Order 26, committing the most populous city in the U.S. to the principles of the Paris Agreement and to developing a pathway to advance its goal of limiting global temperature rise to 1.5 degrees Celsius. Hundreds of other U.S. cities and institutions followed suit by reiterating their commitment to reduce GHG emissions—sending a profound signal to the world that the majority of Americans will not retreat from this existential fight.

Meeting the global carbon budget to keep global temperature rise to 1.5 degrees Celsius requires that the City implement a priority subset of its 80x50 strategies by 2020 in order to accelerate GHG reductions. This plan clearly lays out the pace, scale, and impact of actions across the city that are necessary to bring NYC's actions in line with the Paris Agreement's 1.5 degree Celsius outcome and commits the City to lead in the development of a global protocol for carbon neutrality.



nyc.gov/onenyc





VISION 3 GOAL  
Zero Waste

The City is committed to becoming a worldwide leader in solid waste management by achieving the goal of Zero Waste by 2030, eliminating the need to send waste to out-of-state landfills and minimizing the overall environmental impact of the city’s trash. In 2015 the City set the ambitious target of reducing the amount of waste disposed of by 90 percent by 2030 from a 2005 baseline—and has already taken big steps to get there.

INDICATOR	LATEST DATA	PREVIOUS DATA
Reduce volume of DSNY-collected refuse (excluding material collected for reuse/recycling) by 90 percent relative to 2005 baseline of ~3.6M tons	3,213,400 tons in 2017	3,196,200 tons in 2016
Increase curbside and containerized diversion from a rate of 15.4 percent in 2014	17.4% (2017)	16.9% (2016)

NYC resident dropping off food scraps at one of the city’s many drop-off locations.



Expanded organics collection to serve more than 3.3 million residents—the largest program of its kind in the country

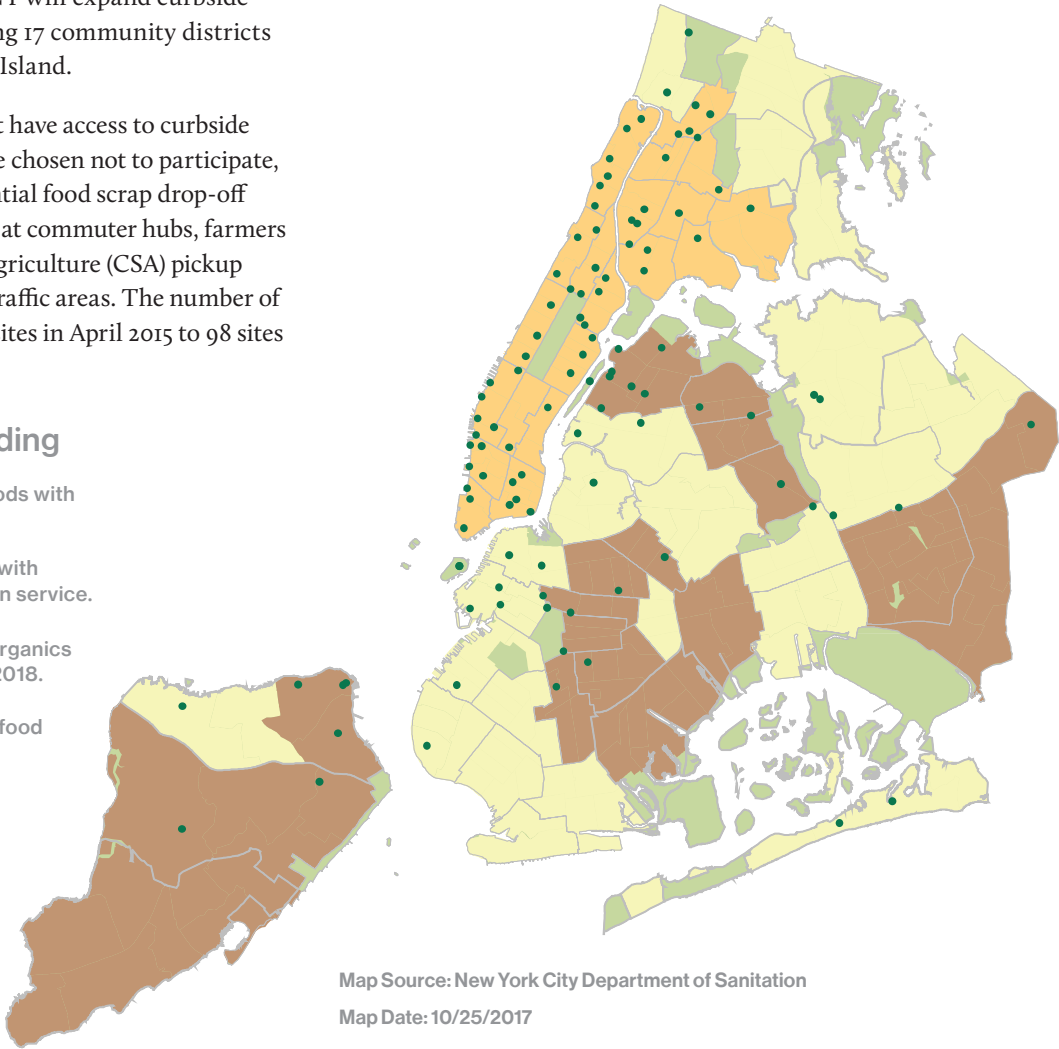
Organic waste—food scraps, food-soiled paper, and yard waste—accounts for about one-third of everything New Yorkers throw away. When sent to landfills, it decomposes and generates methane gas, a greenhouse gas 28 to 36 times more potent than carbon dioxide when released into the atmosphere. Instead, New York City is turning organic waste into compost for rebuilding the City’s soils and into clean energy to heat homes and generate power.

Since the original launch of the program as a pilot for 3,200 residents in spring 2013, the City of New York Department of Sanitation (DSNY) has distributed thousands of brown bins to single-family and small multi-family residences and now provides curbside organics collection to more than 3.3 million city residents. Apartment buildings in Manhattan and the southern portions of the Bronx may apply to participate. In 2018, DSNY will expand curbside collection service to the remaining 17 community districts in Brooklyn, Queens, and Staten Island.

For those residents who do not yet have access to curbside collection or whose buildings have chosen not to participate, DSNY funds and manages residential food scrap drop-off sites throughout all five boroughs at commuter hubs, farmers markets, community supported agriculture (CSA) pickup sites, libraries, and in other high traffic areas. The number of drop-off sites has grown from 34 sites in April 2015 to 98 sites in 2018.

NYC Organics is Expanding

- Set out your bin! Neighborhoods with organics curbside collection.
- Enroll today! Neighborhoods with buildings eligible for collection service.
- Future expansion. Curbside organics collection service coming in 2018.
- Drop it off! Visit your nearest food scrap drop-off site.



NYC loves organics! Bay Ridge residents showing off their NYC Organics bin.



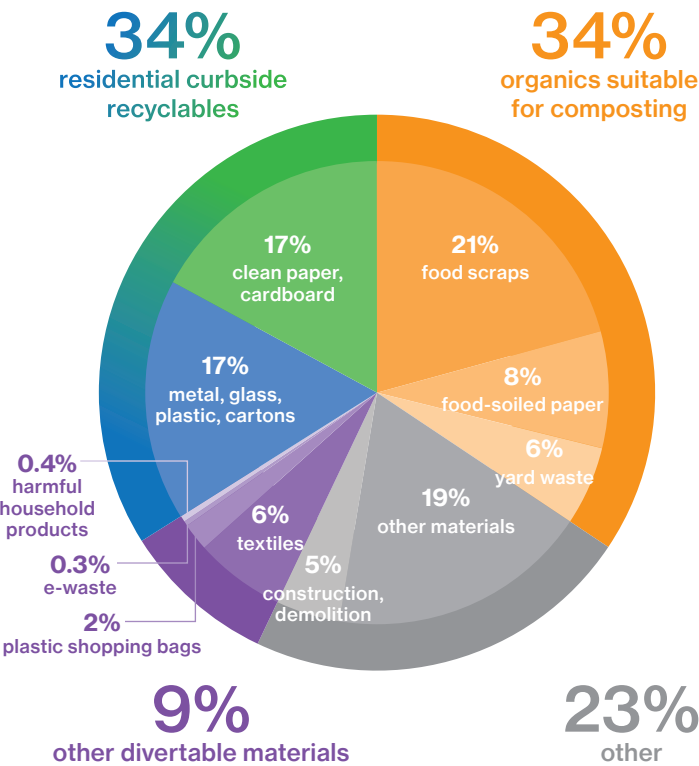
# Studied the benefits of zoned waste collection

Waste and recyclables from restaurants, stores, office buildings, and other commercial establishments are collected by approximately 90 private waste haulers. These haulers often have long, overlapping routes that create unnecessary truck traffic, promote unsafe work practices, and discourage proper recycling practices.

In 2016, the Department of Sanitation and the Business Integrity Commission released a study of the potential benefits of a zoned collection system, where certain haulers would bid on the rights to collect within a certain geographic zone. The study showed that creating commercial waste collection zones would reduce truck traffic associated with waste collection by 49 to 68 percent and reduce associated greenhouse gas emissions by 42 to 64 percent.

Today, the City is developing an implementation plan for commercial waste zones with the goal of creating a safe, efficient system with high quality, low cost service that sets the City’s commercial sector on a path to achieve its zero waste goals. To date, the project team has met with more than 100 stakeholders representing businesses, haulers, labor organizations, advocates, and trade organizations to inform this plan, which will be released this summer.

## 2017 Composition of Residential Curbside Aggregate Discards



# Released study showing New Yorkers are producing less waste at home than ever before

In April 2018 the City released its fourth waste characterization study—the 2017 NYC Residential, School, and NYCHA Waste Characterization Study. Cities conduct periodic waste characterization studies to assess changes in the composition of discarded material and to inform development of waste management programs and services like recycling, composting, and reuse. These studies involve collecting and sorting samples of waste to create statistically representative and generalizable information about the content of a city’s waste stream.

Waste characterization studies also provide broader insight into the evolving waste stream by documenting consumer consumption patterns and the design of discarded products which influence what can and cannot be diverted. Furthermore, they can reveal the success of waste management policies and programs by measuring the reduction of targeted components of the waste stream. DSNY has conducted waste characterization studies in NYC in 1990, 2005, 2013, and 2017.

The 2017 Study found that New Yorkers are producing less waste at home than ever before. In 2005, residential curbside collections totaled almost 3.5 million tons per year, 2.8 million of which were disposed as refuse. In 2017, residential collections were down to less than 3.1 million tons per year, with 2.5 million tons disposed as refuse. This took place even as the city’s population grew from 8.2 to over 8.5 million inhabitants. The 2017 Study also found that about a third of everything New Yorkers discard consists of NYC-designated paper, metal, glass, and plastic recyclables. Another third of all discards is made up of organic materials suitable for composting, representing the biggest opportunity for New Yorkers to divert waste from landfills. While the 2017 Study shows that the City’s efforts to help New Yorkers reduce, reuse, and recycle are working, it also shows us that there is more progress to make as the City works to meet its goal of sending zero waste to landfills by 2030.



Sanitation workers load e-waste into a collection truck to be recycled.

# Diverted more than 15 million pounds of electronic waste for recycling since 2015

The e-cycleNYC program has offered residents of apartment buildings with ten or more units convenient, in-building collection of electronic waste since 2013. Since April 2015, DSNY has dramatically expanded the program, with 11,555 new buildings on board and 3,800 tons of electronic waste collected. In addition to the growth in the e-cycleNYC program, DSNY launched a successful pilot of curbside electronic waste collection in Staten Island that diverted nearly 1 million pounds of e-waste in the first year. The program was expanded in North Brooklyn in fall 2017 and will be available in the rest of Brooklyn, Queens, and the Bronx by the end of 2019. Together, the City’s electronic waste recycling programs have diverted more than 15 million pounds of unwanted electronics for recycling.

DSNY and GrowNYC team members with a few Environmental Ambassadors at the 2017 graduation.



# Brought recycling to all public housing residents

In February 2015, NYCHA launched a comprehensive recycling implementation plan called NYCHA Recycles! Since then, staff have worked with residents and partners like DSNY, GrowNYC, Green City Force, and NYC Service to bring regular recycling services and educational programs to more than 400,000 residents at all NYCHA developments.

In December 2016, NYCHA achieved a major milestone in increasing access to recycling at every single development. More than 1,500 recycling bins were installed to complete Phase 1 of the recycling rollout, and more than 1,400 NYCHA employees, including development staff, were trained on recycling procedures. DSNY also collaborated with GrowNYC to create a new and exciting program for NYCHA residents: Environmental Ambassadors. As ambassadors, residents became volunteer community experts on recycling and continue to engage their neighbors to improve participation rates. DSNY and NYCHA are now focused on tenant engagement and education.

In 2017, the City took steps to improve participation among NYCHA residents in the recycling program. DSNY began a study of voluntary incentive programs to encourage participation among public housing residents in partnership with City Council and other stakeholders. DSNY is also collaborating with NYCHA and the Office of the Chief Technology Officer on an NYCx Challenge to reduce waste and litter in Brownsville’s public housing. In 2018, NYCHA will be releasing the agency’s first ever comprehensive solid waste management plan, outlining additional efforts to divert waste from landfills and pilot new technologies to better serve residents.





VISION 3 GOAL

Air Quality

New York City’s air quality has reached its cleanest levels in more than 50 years and continues to improve as measures are put in place to reduce emissions from regional and local sources. Citywide air quality monitoring indicates that since monitoring began in 2009, levels of fine particulate matter (PM2.5), nitrogen dioxide (NO2), nitric oxide (NO), and black carbon (BC) have considerably declined. Over the same period, levels of sulfur dioxide have also declined sharply, largely due to new City and state rules reducing emission from heating oils. Some of the largest improvements in air quality have occurred in the City’s historically polluted areas and in low-income neighborhoods.

Despite this progress, air pollution remains a leading environmental health threat to all New Yorkers, particularly the City’s most vulnerable residents such as the elderly, children, and people with preexisting health conditions. Exposure to PM2.5 and ozone currently contribute to thousands of premature deaths, hospitalizations, and emergency department visits in the city each year. These health impacts are found at disproportionately higher rates in the city’s low-income neighborhoods.

The City is pursuing additional measures to improve air quality citywide and reduce inequities in pollution health effects through measures described here and in other sections of OneNYC, including more efficient and cleaner buildings, lower emissions from motor vehicles, increased access to active and sustainable modes of transit, achieving zero waste to landfill, and controlling smaller and more distributed sources of pollution like commercial charbroiling.

INDICATOR	LATEST DATA	PREVIOUS DATA
Air-quality ranking among major U.S. cities	5th (2014–2016)	5th (2013–2015)
Disparity in SO2 across city neighborhoods	0.5 ppb range in winter average across community districts (2016)	1.6 ppb range in winter average across community districts (2015)
Disparity in PM2.5 levels across city neighborhoods	5.4 µg/m³ range, annual average across community districts	5.1 µg/m³ range, annual average across community districts

Continued to operate one of the world’s largest alternative fuel fleets

Through its NYC Clean Fleet initiative launched in 2015, the City now operates one of the largest alternative fuel fleets in the world: 18,314 units using electric, solar, hybrid electric, natural gas, or biodiesel. DCAS deploys 1,224 electric vehicles on the road, up from about 200 in 2014, and is served by nearly 500 EV chargers—37 of which are solar carports powered entirely by renewable energy. Last year the City implemented its largest-ever biodiesel program, using 16 million biodiesel blended gallons. It is also the largest fleet user of car share in the country. To help green private sector truck fleets, the City continues to provide incentives to trucking companies to replace or retrofit older and dirtier trucks through the Hunts Point Clean Truck Program, which won the 2017 C40 Cities4Mobility Award. The program has funded over 550 truck replacements, offsetting more than 5,200 tons of CO2 per year.

Converted over 400 buildings to cleaner fuels

Since 2015, the NYC Retrofit Accelerator and Community Retrofit NYC have engaged with 5,000 buildings to assist them to implement energy and water-saving retrofits. This includes helping over 400 buildings complete conversions off of #4 heating oil to cleaner fuels and continuing to assist an additional 850 buildings that are in the process of conversions. As a result of the conversions completed since 2015, the City has reduced particulate matter by over 14,000 pounds annually. Last year, the City launched the High Performance Track of the NYC Retrofit Accelerator to help building owners phase in even deeper energy retrofits that will transition building heating and hot water systems completely away from fossil fuels to high efficiency electric options. As detailed in the 8ox5o goal, the City is also implementing a \$2.7 billion program to reduce demand and improve the energy efficiency of its buildings, which will further reduce criteria air pollutants.

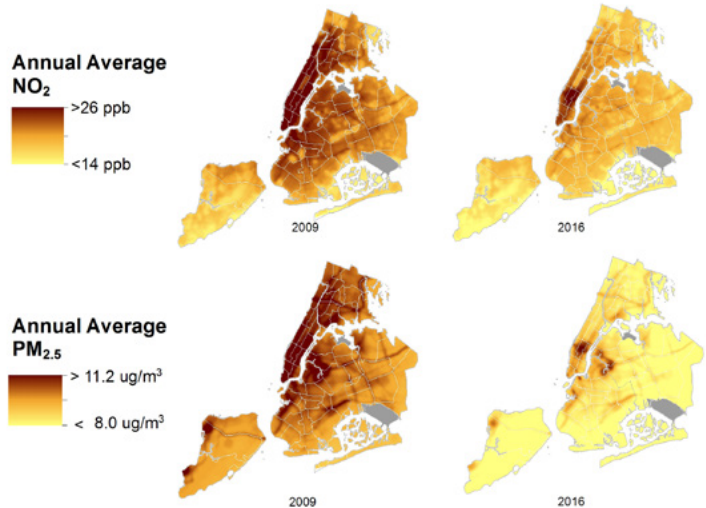
Enacted and enforced new rules to reduce air pollutants

Since the initial release of OneNYC, Mayor de Blasio signed the Air Pollution Control Code of 2015 and the City has begun implementing new regulations to limit particulate emissions from previously uncontrolled sectors, such as charbroilers and wood- and coal-fired ovens. These rules will help reduce up to 1,400 tons of particulate matter from the city’s air and will have significant health benefits. Over the next year, the Department of Environmental Protection (DEP) will conduct extensive outreach to the restaurant industry to develop new rules that govern existing underfired commercial broilers, which were excluded from the new rules.

Promoted research on and community engagement in neighborhood air quality

In November 2015, Mayor de Blasio signed a law codifying the New York City Community Air Survey (NYCCAS), the longest ongoing urban air monitoring program of any U.S. city. Each year, NYCCAS data is used to produce a report on neighborhood air quality which is shared through the Department of Health and Mental Hygiene’s (DOHMH) environment and health data portal. In partnership with Queens College at the City University of New York, in November 2017 DOHMH launched a “citizen science” pilot study to develop toolkits for communities to conduct air quality evaluations. DOHMH and CUNY will begin by evaluating new low-cost air quality monitoring technologies for suitability and use in neighborhood air quality monitoring, and will conduct pilot studies with local institutions over a two-year period.

Annual Average PM<sub>2.5</sub> and NO<sub>2</sub> concentrations, 2009 and 2016







VISION 3 GOAL

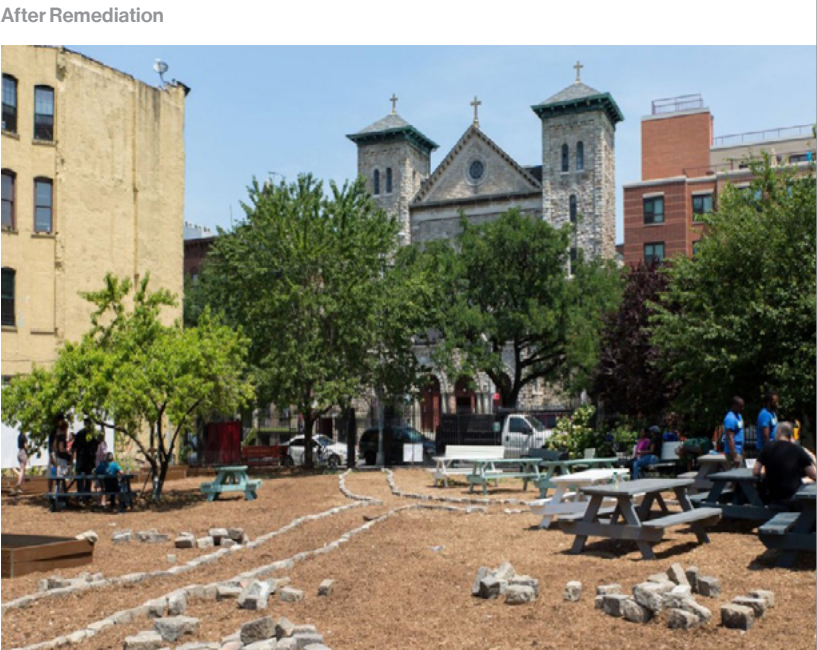
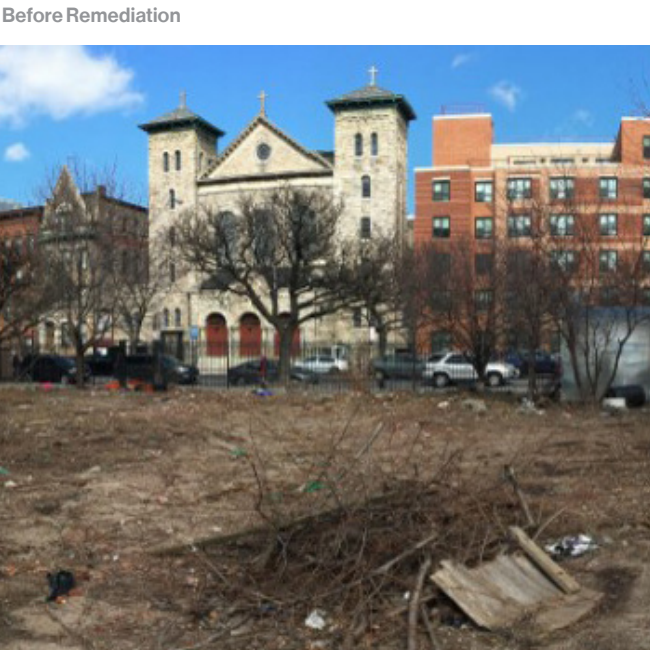
Brownfields

As the city’s need for space grows, we must use our existing stock of land more effectively. Brownfield cleanup and redevelopment represents one of our best opportunities to engage communities and reclaim land for development in the city. It also offers an opportunity to simultaneously benefit the environment, improve the health of our neighborhoods, and attain more equitable and sustainable economic development.

INDICATOR	LATEST DATA	PREVIOUS DATA
Number of tax lots remediated since January 1, 2014	756 (January 2014–March 2018)	577 (January 2014–March 2017)

The NYC Voluntary Cleanup Program (VCP)—the nation’s only City-run land cleanup program—aims to clean up contaminated land to eliminate exposure to environmental toxins and alleviate social inequality caused by disproportionately high occurrences of brownfields in low-income neighborhoods. Since 2014, this program has continued its impressive growth, becoming one of the largest land cleanup programs in the country. The VCP has facilitated environmental remediation of hundreds of contaminated vacant lots across the city, achieving stringent state standards for land safety, enabling redevelopment and community revitalization, and achieving our OneNYC land cleanup and revitalization goals two years ahead of schedule.

A vacant lot in Mott Haven contained degraded surface soil before remediation with clean soil from the NYC Clean Soil Bank.



Launching the nation’s first urban clean soil exchange to help protect the environment

In May, the City will launch PURESoil NYC. To lower public exposure to contaminants in shallow urban soil, PURESoil NYC will make locally-sourced clean soil available to nonprofit organizations for use in community settings. The program will also make NYC more resilient to the effects of climate change and sea level rise. PURESoil NYC will utilize the purest soil from the NYC Clean Soil Bank (CSB) and “upcycle” it for these specialized uses. The CSB is the only urban soil exchange in the U.S. It obtains clean native soil excavated from deep below the ground during construction of new buildings and transfers it to other projects in NYC.

Completed land cleanup goal two years ahead of schedule and announced the most aggressive land cleanup and revitalization goal of any city in the world

In OneNYC, we proposed cleaning up and revitalizing 750 tax lots in six years. We have now completed remediation of 756 lots, achieving our goal two years ahead of schedule. These cleanups enabled construction of over 42 million square feet of new building space on properties that were vacant for an average of over ten years. These new buildings have provided over 5,200 new units of affordable housing and supported hundreds of new businesses, creating over 7,000 permanent jobs. Land cleanup has made a profound impact on NYC’s environment. A total of 187 acres have been cleaned up and revitalized so far, involving the removal of over 400 underground storage tanks, cleanup of 100 petroleum spills, and removal and proper disposal of 41,000 tons of hazardous waste.

Having achieved the City’s original OneNYC land cleanup and revitalization goals, the Mayor’s Office of Environmental Remediation (MOER) has announced 1000x21, the most aggressive land cleanup and revitalization goal of any city in the world. 1000x21 seeks to remediate and redevelop 1,000 lots in NYC by the end of the de Blasio administration in 2021.

After completion of a successful cleanup, construction of this safe new building is underway in Coney Island.

Completed land cleanup and revitalization goal to create safe land and build affordable housing for low- and moderate-income communities

Over 50 percent, or 415, of remediated and revitalized lots are located in low- and moderate-income communities and have enabled the City to complete its OneNYC goal of remediating 375 lots in these communities two years ahead of schedule. Cleanup of these properties has yielded safe land for new development and has resulted in the construction and occupancy of over 5,200 new units of affordable and supportive housing throughout the city since 2014. Launched in 2016, MOER’s Vacant Land Jumpstart Program has enabled the enrollment of an additional 12 affordable housing projects, with 1,200 affordable units, in the New York State Brownfield Cleanup Program. State cleanup tax credits, made available by participation in the Jumpstart Program, will lower construction costs by approximately \$36 million dollars so that these funds can be used to support other affordable housing projects.

Completed cleanup and redevelopment of 119 properties in the coastal flood plain

The City has achieved its OneNYC goal of remediating 119 lots in the coastal flood plain—19 more than proposed in 2014. These cleanups make NYC more resilient to climate change and sea level rise by greatly reducing the risk these properties pose from erosion and pollutant release during future storms. Additionally, MOER has provided nine grants under the Brownfield Incentive Grant (BIG) program to encourage cleanup in the floodplain. MOER also published a Brownfield Resilience Report to provide guidance to land owners and developers on the best approaches for incorporating resilient and sustainable design into cleanup and redevelopment of contaminated, vacant land in NYC.







VISION 3 GOAL

Water Management

New York City’s water supply system is one of the nation’s most awe-inspiring feats of civil engineering. Most of the City’s water is collected from freshwater streams located on more than 2,000 square miles of remote mountains, lakes, and forests in the Catskill Mountains. Relying almost exclusively on gravity, about 1 billion gallons of unfiltered water is delivered each day to the five boroughs through more than 6,200 miles of aqueducts, tunnels, and water pipes—all while meeting or exceeding federal and state drinking water standards. The City tests drinking water for up to 250 contaminants over 600,000 times annually and continues to make major capital investments to maintain the provision of world-class drinking water far into the future. The City is also investing in wastewater infrastructure and innovative stormwater management tools to reduce neighborhood flooding, improve the cleanliness of our waterways, and achieve more sustainable and carbon-neutral operations.

INDICATOR	LATEST DATA	PREVIOUS DATA
Violations with Safe Drinking Water Act	0 violations (2017)	0 violations (2016)
Backlog of catch basin repairs	1.8% (2017)	0.65% (2016)
Combined Sewer Overflow capture rate	78.4% (2017)	78.8% (2016)



Schoenburg Stream leading to the Neversink Reservoir, Catskill Mountains.

Committed \$1 billion to protect New York City’s drinking water

The City’s science-based approach to watershed protection has made our program a national and international model for source water protection. In 2017, the NYS Department of Health awarded the DEP with a new ten-year waiver to continue delivering unfiltered drinking water from its Catskill/Delaware water supply. The waiver, known as a Filtration Avoidance Determination (FAD), commits the City to investing \$1 billion over the next decade in programs that protect our upstate reservoirs and the vast watershed lands that surround them. The FAD allows the City to avoid building a filtration plant for its Catskill and Delaware water supplies, which would have cost the City upwards of \$10 billion and hundreds of millions of dollars each year to operate.

Accelerated work to improve the city’s water delivery system

In 2017 DEP finished cleaning, filling, and pressurizing the Brooklyn/Queens leg of City Water Tunnel No. 3, bringing it to a state of activation readiness. Construction for the tunnel began in the early 1990s and DEP initially planned to complete it in the mid-2020s. In Spring 2016, however, Mayor de Blasio directed DEP to prepare this leg of the tunnel so it could quickly be placed into service should a catastrophic natural or manmade emergency arise with City Water Tunnel No. 2, rendering it inoperable.

City Water Tunnel No. 3.







### Completed flooding relief projects in Southeast Queens

In 2015 DEP launched a \$1.5 billion program to construct sewers and reduce flooding in Southeast Queens. Approximately \$227 million has already been committed. In 2017, DEP completed or made significant progress on a number of projects, including the installation of new catch basins and sewer extensions throughout the St. Albans, Jamaica, South Jamaica, Laurelton, and Rosedale neighborhoods. DEP also launched a feasibility study for a groundwater drainage project aimed at addressing basement flooding in these areas, where the groundwater table has risen over the last two decades and has impacted a number of residential and commercial properties. The study will measure how high the groundwater table has risen, how much it must be lowered in order to mitigate basement flooding, and feasibility of a radial collection plan.

(Image Above) Rain Garden in Flushing, Queens.

(Image Page Right) Dolphins in New York Harbor.

### Fostered a cleaner and healthier New York City Harbor

Due in part to the continued expansion of the nation's most ambitious and aggressive green infrastructure program and ongoing upgrades to the City's wastewater system, the New York Harbor is cleaner and healthier today than it has been in more than a century. By the end of 2017, nearly 4,000 green infrastructure assets were constructed or are in construction across the city, in addition to other forms of green infrastructure located in City parks, playgrounds, schools, and housing developments. DEP is also investing billions of dollars to upgrade the wastewater collection system to ensure that the maximum amount of wastewater receives treatment during rainfall, while moving forward with plans to construct overflow retention tanks for the Gowanus Canal. In 2017, DEP also completed installation of 40,000 oysters in Jamaica Bay. Oysters filter pollutants from water, help protect wetlands and shoreline from erosion and storm surge, and provide habitats for communities of fish and other aquatic organisms. Through its Municipal Separate Storm Sewer System (MS4) program, the DEP also spearheads efforts to reduce pollutants such as floatables, pathogens, and nutrients in stormwater discharges. These improvements have led to increased recreational opportunities for people, ecological advancement for aquatic life, and even a greater presence of whales in our midst.







# VISION 3 GOAL

## Parks & Natural Resources

Parks and open spaces are essential resources that provide a respite from the density and intensity of urban life. Beyond their significant public health and environmental benefits, these quintessentially democratic spaces also promote civic and cultural engagement and strengthen social bonds that make for a more vibrant, cohesive city. NYC Parks has taken notable strides in making the City’s parks system more equitable and accessible, with targeted investments to under-resourced parks and a steady increase in the percent of New Yorkers living within walking distance to a park. NYC Parks will also continue to focus on enhancing neighborhood access and connectivity, and on caring for and protecting the city’s trees and green spaces.

INDICATOR	LATEST DATA	PREVIOUS DATA
Increase percent of New Yorkers living within walking distance to a park from 79.5 percent to 85 percent by 2030	81.5% (2018)	81.5% (2017)

Kids enjoying new play equipment at Arrochar Playground, which was transformed from a large asphalt field into an expansive, multi-purpose play area with a turf field, a track, and basketball courts on the upper level; and new play equipment, and an interactive spray shower with water games on the lower level. Photo Credit: Malcom Pinkney/ NYC Parks.



Van Alst Playground Ribbon Cutting, June 2017. Photo Credit: Malcom Pinkney/NYC Parks.

### Improved parks in high-need neighborhoods

Launched in 2014 and expanded in 2015 and 2017, the Community Parks Initiative has invested over \$300 million in targeted improvements and renovations for high-need neighborhood parks and playgrounds located in growing, high poverty neighborhoods. Through the Community Parks Initiative, NYC Parks has committed to major capital investment at 67 sites, completed targeted improvements at 111 parks, and served more than 1.5 million youth through expanded summer programs. Recognizing that local residents know best what’s most useful to them, NYC Parks staff worked closely with over 2,600 New Yorkers to tailor park renovations to neighborhood needs. NYC Parks has opened 18 newly reconstructed parks and an additional 12 sites will open by the summer of 2018.

### Completed designs to make parks more open and welcoming

In 2015, NYC Parks launched a new strategy to improve open spaces through Parks Without Borders, a design approach that addresses park entrances and boundaries, including fences, gates, and plazas. With input from thousands of New Yorkers, NYC Parks selected eight showcase projects to receive a combined \$40 million in capital funds to realize the Parks Without Borders vision: making parks more welcoming and accessible by extending them into communities. In 2017, NYC Parks finalized designs for the eight showcase projects and continued to integrate the Parks Without Borders approach into ongoing projects.

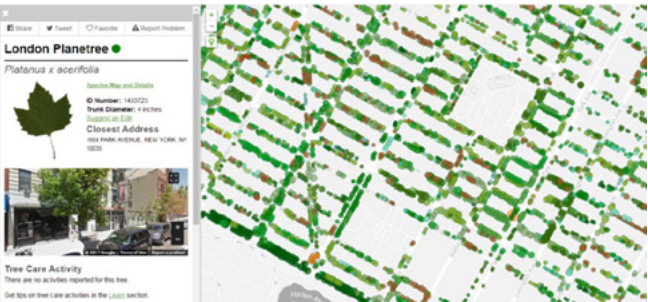


Parks Without Borders before and after—design for Seward Park. Photo Credit: NYC Parks.

### Planted over 620,000 trees and over 5 million flowers, mapped 666,134 street trees

NYC Parks continues its greening of New York City, transforming the landscape with new street trees, new trees in parks and natural areas, and through the installation of green infrastructure projects citywide. Since 2014, NYC Parks has planted over 620,000 trees and more than 5 million flowers. NYC Parks also completed a third census of street trees, working with 2,241 volunteers to survey and map 666,134 street trees—now searchable on the NYC Parks Street Tree Map, a publicly available interactive online map of the City’s street tree inventory. Map users can track stewardship as well as submit tree updates and service requests. The city now has over 2.5 million trees in parks and on sidewalks across the five boroughs. All these investments offer a variety of benefits—from energy reduction and improved air quality to providing a more sustainable environment for New Yorkers in years to come.

NYC Parks online Street Tree Map, which hosts information about every street tree in New York City. Photo Credit: NYC Parks.






VISION 4

# Our Resilient City

GOALS

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PROGRESS 2018

Guided by world-class science and our commitment to equity and inclusion, we are working every day to ensure that New York City is prepared for the growing risks from climate change. In the wake of Hurricanes Harvey, Irma, and Maria that devastated communities along the Gulf Coast and on several Caribbean islands, the urgency of climate resiliency has never been clearer. That’s why we’re making bold and innovative investments in preparedness and resiliency. Simultaneously, we’re working to deliver complex, first-of-their-kind coastal defense projects in vulnerable communities across New York City.

Since the release of OneNYC in 2015, we’ve taken important steps to make our city safer and more resilient. Our neighborhoods are safer with updated evacuation maps, with better-prepared small businesses, schools, and homes, and strategies to address the impacts of extreme heat. Our buildings are more resilient through updated building and zoning codes and clear information about flood risk. Our infrastructure is stronger, including upgraded traffic infrastructure, hardened telecommunications systems, and fortified wastewater treatment plants, all of which ensure that critical services continue during and after emergencies. Our coastal defenses are being implemented, including a new Rockaway Boardwalk with integrated coastal protections and nearly ten miles of new dunes across the Rockaway Peninsula and in Staten Island.

These focused actions and investments are necessary to ensure that our city is ready to withstand and emerge stronger from the impacts of climate change—but there is much more work to do. In the months and years ahead, we will continue to adapt our own strategies as we gain new knowledge about the risks we face so that we can build a stronger, more resilient New York.

## New York City sues fossil fuel companies to recover billions needed to fund resiliency measures

In January 2018, New York City filed a lawsuit against the five largest fossil fuel companies—BP, Chevron, ConocoPhillips, Exxon Mobil, and Royal Dutch Shell—seeking damages to help protect the city from the impacts of climate change. New York City’s lawsuit seeks to recover the billions needed to fund climate change resiliency measures required to protect the city, City property, and residents from the ongoing and increasingly severe impacts of climate change. This includes physical infrastructure like coastal protections, upgraded water and sewer infrastructure, and heat mitigation measures, but also public health campaigns such as education programs to help protect residents from the effects of extreme heat.





## VISION 4 GOAL Neighborhoods

Since 2015, the City has supported the resiliency and preparedness planning of community and faith-based organizations and small businesses across the five boroughs. These community anchors make up a social infrastructure that helps New Yorkers to prepare for and recover from extreme weather events. In 2017, the City focused on understanding volunteer and civic engagement trends in NYC, addressing risks from heat waves and rising temperatures, and providing small businesses with trainings, technical assessments, and preparedness grants to enhance their resiliency.

INDICATOR	LATEST DATA	PREVIOUS DATA
Increase the capacity of accessible emergency shelters to 120,000	<b>38,000</b> (2018)	<b>10,000</b> (2017)
Increase the rate of volunteerism among New Yorkers to 25 percent by 2020	Data Not Available	<b>17.4%</b> (2015)

### Launched Cool Neighborhoods NYC—a \$106 million initiative to keep New Yorkers safe during extreme heat

Every year, summer heat causes heat illness and heat stroke for thousands of New Yorkers—conditions which disproportionately impact older adults and at-risk populations and claim more lives than any other extreme weather event. In response, the City launched Cool Neighborhoods NYC in June 2017 to help keep New Yorkers safe during extreme heat and to protect communities from rising temperatures due to climate change. The program builds on existing efforts like NYC CoolRoofs, adds new initiatives like Be a Buddy NYC and training for home health aides, and focuses on the neighborhoods and populations most impacted by summer heat.



### Conducted study to better understand and support neighborhood volunteering

Volunteer activity and civic engagement are critical to helping New York City neighborhoods thrive. Volunteers gain skills and confidence through service, meet others who care about causes central to their neighborhood lives, and join networks identifying with a community or a cause. However, our city has consistently shown lower rates of volunteerism than other parts of the country when measured by the U.S. Census Bureau's Current Population Survey—Volunteer Use Supplement.

To better understand the characteristics, strengths, and limits of New Yorkers' volunteer activity, NYC Service and the Mayor's Community Affairs and Public Engagement Units launched the NYCivic Engagement study in 2017. After conducting focus groups and a door-to-door survey in Western Queens, researchers found a volunteer rate of 48 percent in those communities—more than triple the reported rate from the U.S. Census (17 percent). The researchers also found that:

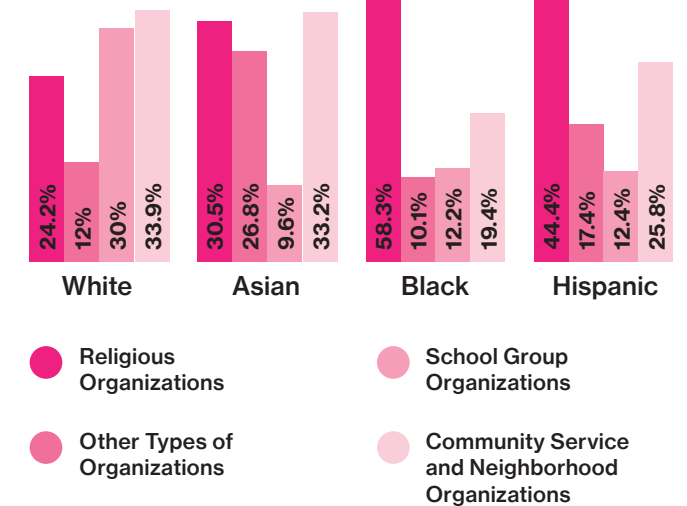
- Respondents were engaged primarily in neighborhood volunteering through houses of worship, their children's schools, or local organizations that focus on community-specific issues
- Volunteering for religious organizations is the dominant way residents participate in civic life, and is especially significant for Black and Hispanic residents
- High rates of volunteerism were consistent for New Yorkers across nativity status, income, and educational attainment

Based on these findings, NYC Service is testing new neighborhood-focused plans in five communities, aiming to build local capacity to recruit and manage volunteers and increase the visibility of volunteer opportunities for residents. Pilots will launch in Melrose, Bronx; Bushwick, Brooklyn; Harlem, Manhattan; Jackson Heights/Sunnyside/Woodside, Queens; and Port Richmond, Staten Island. Pilot results will inform potential expansion to other New York City neighborhoods. Learn more at [nycservice.org/priorities](http://nycservice.org/priorities).



NYC Service volunteers.

### Type of Organization Volunteered for by Race



### Investing over \$37 million to strengthen the resiliency of small businesses

NYC Economic Development Corporation's \$30 million RISE: NYC program is assisting hundreds of small businesses to mitigate the impacts of climate change with innovative telecom, energy, and building systems technologies. In 2017, the City completed the program's first installation of resiliency technology at Hurricane Sandy-impacted small businesses on the Rockaway Peninsula in Queens, paving the way for future investments, including clean on-site energy production and storage systems that reduce demand on the grid and provide back-up power during outages. To learn more, visit: [www.nycedc.com/program/rise-nyc](http://www.nycedc.com/program/rise-nyc).

Through the Business Preparedness and Resiliency Program, the Department of Small Business Services has provided risk assessments and grants to more than 160 local businesses spanning the retail, healthcare, and manufacturing sectors to better prepare their staff and operations for emergencies, and to protect their assets and investments. BusinessPREP will ultimately serve 520 Sandy-impacted businesses.

The two programs are serving small businesses in high flood-risk neighborhoods that provide local residents with vital goods, services, and employment opportunities. To learn more, visit: [www.nyc.gov/businessprep](http://www.nyc.gov/businessprep).





VISION 4 GOAL

Buildings

Since the unprecedented damage caused by Hurricane Sandy, the City has been leading efforts to adapt New York City’s existing building stock to evolving climate risks through a multilayered approach, including: upgrading physical systems in 1- to 4-family homes and multifamily buildings; changing zoning and land use policy; working with the Federal Emergency Management Agency (FEMA) to produce more accurate maps; and educating building owners about climate risk and mitigation options.

INDICATOR	LATEST DATA	PREVIOUS DATA
Increase the number of flood insurance policies in across the city	55,000 (2018)	55,700 (2017)
Increase the square footage of buildings upgraded against flood risk	21,534,000 (2018)	7,692,000 (2017)
Increase the number of elevated homes in the Build It Back program	1,315 (2018)	957 (2017)

NYC Build It Back: Helping 32,100 households rebuild after Hurricane Sandy

New York City is nearing the completion of the Build It Back program, prioritizing homeowners, tenants, and waterfront communities—ensuring that these New Yorkers have the resources necessary to recover and make their homes and communities more resilient. Build It Back is helping 8,300 homeowners and landlords of 1- to 4- unit homes, housing a total of 12,500 families. The program has started construction, reimbursement of repairs, or acquisition for 99 percent (8,266) of these homeowners, up from 44 percent (3,644) in April 2015.

Build It Back has completed 4,541 construction projects, up from 567 in April 2015. Build It Back has assisted an additional 7,300 multifamily households since 2015, with more than 19,600 total assisted to date, and completed 80 percent of the development pipeline (115 total). Of the 143 developments in the pipeline, 32 developments, or over 9,000 units, have received resiliency measures, which may include elevating utilities; adding back-up power generation; implementing energy-efficient measures; implementing dry and wet flood-proofing measures; and improving storm water management systems.

Continuing to invest in the resiliency of public housing

The New York City Housing Authority (NYCHA) is moving with urgency on 33 critical recovery and resiliency projects with more than 27 major Sandy recovery projects underway, executing over \$3 billion in recovery and resiliency work. More than 750 new jobs have been created as part of this work, including over 350 filled by NYCHA residents. As of the end of 2017, NYCHA has spent over \$730 million on its Sandy recovery program and anticipates spending and construction activities to continue to grow in 2018.

Encouraged flood-resilient retrofits to mitigate flood risk

For homeowners and building owners in the city’s floodplain, mitigating risk by elevating properties can be especially challenging and can be complicated by regulatory barriers. Recognizing this, after Hurricane Sandy the Department of City Planning (DCP) put in place temporary special zoning regulations in the floodplain to remove zoning hurdles and encourage flood-resilient building construction. Since then, DCP has been working to continually improve these regulations in ways that respond to local conditions and take into account future climate change. In 2017, DCP worked with communities and local leaders to establish Special Coastal Risk Districts to place limits on future development in the highly vulnerable areas of the Staten Island State Buyout Areas and in Hamilton Beach and Broad Channel, Queens. Now, DCP is working to update the citywide Flood Resilience Zoning rules to provide a permanent set of forward-looking rules for development in the floodplain. In the past year, DCP has engaged over 2,500 New Yorkers at more than 100 community events to inform this update, learning from their experiences and challenges, and collaborating to generate potential solutions.

To learn more about this work and to view the reports, online map, and animated video, visit: [www.nyc.gov/resilientneighborhoods](http://www.nyc.gov/resilientneighborhoods).

NYC Build It Back elevated homes in Arverne, Queens.



The Department of City Planning’s online Flood Hazard Mapper helps New Yorkers understand their current and future flood risk. Learn more at [nyc.gov/floodhazardmapper](http://nyc.gov/floodhazardmapper).

Lobbied to improve the accuracy of critical flooding data and insurance rate maps

In December 2017, FEMA Region II launched a new coastal analysis for New York and New Jersey that will result in new Preliminary Flood Insurance Rate Maps (FIRMs) for the region. Current and accurate FIRMs are essential because the National Flood Insurance Program (NFIP) uses FEMA FIRMs to determine flood insurance requirements, affecting nearly half a million New Yorkers living in the city’s floodplain. The FEMA analysis will update the previous study as a result of New York City’s successful appeal of the 2015 Preliminary FIRMs and will provide more accurate data around flood risk and flood insurance. In addition to the FIRMs, FEMA and the City will work together to develop a first-of-its-kind climate-smart flood map product that will incorporate the growing risk of climate change and sea level rise. New Preliminary FIRMs are expected in 2021, and the City will conduct outreach and education to coastal communities when the new maps are released.







VISION 4 GOAL  
Infrastructure

The City continues to address Hurricane Sandy’s impacts on our infrastructure, protecting our power, transportation, and water systems, while also addressing emerging risks, like extreme rainfall, through resilient design.

INDICATOR	LATEST DATA	PREVIOUS DATA
System Average Interruption Frequency Index (SAIFI) per 1,000 customers	84.5 (2017)	85.9 (2016)
Customer Average Interruption Duration Index (CAIDI) in hours	3.22 (2017)	2.89 (2016)
Increase the percentage of hospital and long-term care beds benefitting from facility retrofits for resiliency	84% (2018)	84% (2017)

Invested or leveraged over \$11.6 billion with partners to strengthen and adapt the region’s infrastructure

Across the five boroughs the City and its partners have upgraded and hardened infrastructure systems—including transportation, water, waste, sewer, energy, and telecommunications. These investments ensure that vital public services will continue during and after emergencies. In 2017, the City and its partners focused on testing strategies to manage precipitation and extreme rainfall events, refining new standards for the design of climate-ready capital projects, and addressing climate risk factors for power generation and the energy distribution system.

Improved the City’s ability to manage and treat stormwater, including during extreme weather

In October 2013, DEP completed the NYCDEP Wastewater Resiliency Plan, which evaluated flood vulnerabilities, likelihoods and impacts of failures, and appropriate adaptation strategies for much of the City’s wastewater infrastructure. Eight projects from DEP’s Wastewater Resiliency Plan have been initiated as part of a \$161 million portfolio to floodproof critical equipment at treatment facilities by implementing a combination of the following adaptation strategies: installing permanent and/or temporary barriers, sealing buildings, elevating or floodproofing critical equipment, and installing backup power systems.

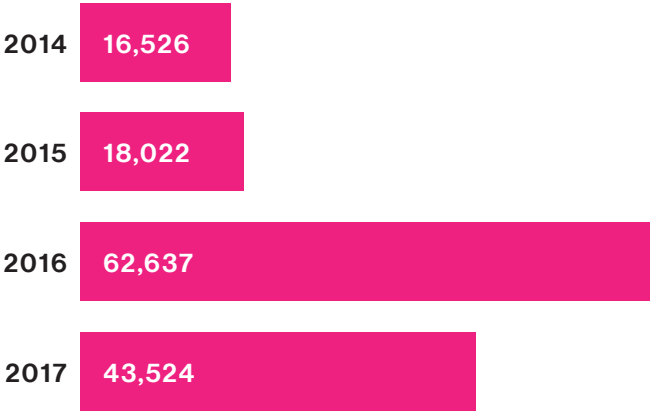


As part of broader resiliency upgrades at the Bowery Bay Wastewater Treatment Plant, DEP will seal and protect this switchgear room with a flooding barrier.

DEP has been working with partners at the Department of Transportation, the Department of Design and Construction, and the New York City Housing Authority to initiate design of two pilot cloudburst resiliency projects leveraging a partnership with the City of Copenhagen. These projects will help manage extreme rainfall events in St. Albans and the South Jamaica Houses by capturing 2.3 inches of rainfall per hour. The project provides a proof-of-concept for using green infrastructure to mitigate the effects of cloudbursts and will help reduce nuisance flooding in Southeast Queens while enhancing the local landscape.

Approximately one third of Staten Island’s land area is served by its Bluebelts, which are composed of networks of streams, wetlands, and other natural features to filter and help manage storm water before it reaches the harbor. In 2017, DEP completed the largest ever expansion of the Bluebelt system with the addition of the Sweet Brook Bluebelt, serving the Woodrow area. This project added more than three miles of storm sewers, installed hundreds of catch basins, and replaced existing water mains, which will help better manage precipitation and reduce localized flooding.

Annual avoided electric outages in New York City



Source: Con Edison

Released Climate Resiliency Design Guidelines to provide a new standard for the design of City capital projects

In April 2017, the City released Preliminary Climate Resiliency Design Guidelines (CRDG) to ensure that future capital investments, both new construction and retrofits, are designed to withstand hazards in a changing climate. Since then, the City has embarked on a rigorous testing period to vet the CRDG and determine how the design of buildings and infrastructure can best reflect projected data on extreme heat, intense precipitation, sea level rise, and storm surge. In April 2018, the City will release version 2.0 of the CRDG, updated to reflect lessons learned from this assessment period. The updated version will also include a methodology for how to conduct a benefit-cost analysis that accounts for climate-related hazards and resilient design investments. The guidelines reflect the City’s commitment to developing a strong, safe, and durable built environment able to withstand extreme weather and reliably serve New Yorkers, now and into the future.

Protected the city’s utility infrastructure from storms

As part of the 2016 National Grid rate case proceedings, the City successfully advocated for a storm hardening collaborative, which began work in 2017. The collaborative’s final recommendations focus on three main asset types—the LNG plant, distribution mains, and regulator and transfer stations—and include changes to siting and risk assessment procedures, prioritizing the replacement of leak-prone pipe in the floodplain, and flood design guidance to elevate critical components of priority regulator stations located in the current and future floodplain. By January 2019, the Collaborative will reconvene to review final analyses and mitigation strategies, as well as cost estimates to make a final determination regarding necessary capital investments.

Since 2013, Con Edison has invested over \$1 billion in storm hardening measures for its electric, gas, and steam systems. As part of this effort, through 2017 over 140,000 overhead system outages have been avoided in New York City.

Moving forward, Con Edison will continue to design and construct equipment in flood-prone areas to meet or exceed the standard of FEMA’s 100-year flood level, plus three feet to account for sea level rise. All new underground equipment installations and replacements of existing equipment will be of the flood-ready submersible type, where possible.





VISION 4 GOAL

Coastal Defense

Since 2015, the City has advanced numerous coastal defense projects from initial feasibility analysis, through conceptual design, and toward final design and construction. In coordination with community stakeholders, the City has sought to deliver cutting-edge flood risk mitigation solutions that are integrated into the urban fabric of our neighborhoods and provide co-benefits such as recreational space wherever possible.

INDICATOR	LATEST DATA	PREVIOUS DATA
Increase linear feet of coastal defenses completed	133,140 (2018)	104,100 (2017)
Increase acres of coastal ecosystems restored	38.5 (2018)	22.0 (2017)

Invested or leveraged over \$3.7 billion for coastal protection since 2015

The City is advancing a portfolio of unprecedented projects citywide to mitigate the risk of coastal storms and sea level rise. Major project milestones continue to be met, including the completion of the Rockaway Boardwalk and interim flood protection measures. Throughout this process, the City is engaging New Yorkers to identify and implement locally tailored resiliency solutions.

Committed \$145 million for new and upgraded parks and facilities to protect the Rockaways from coastal storms and flooding

On the fifth anniversary of Hurricane Sandy, the City announced \$145 million in funding for seven resiliency projects that will help protect communities in the Rockaways from future flooding and coastal storms. This funding was made available through FEMA's 428 Program, which will capture and repurpose the City's cost savings from the \$480 million Rockaway Boardwalk reconstruction. Identified through extensive consultation with Rockaway residents, the seven projects are Bayswater Park, Shore Front Parkway Recreation Zone, Rockaway Community Park, Beach 88th Street Park, Thursby Basin Park, NYC Parks Operations Headquarters for the Rockaways and Broad Channel, and Edgemere Drainage Infrastructure.

Conceptual rendering for a re-envisioned Bayswater Park, including wetland restoration, recreational opportunities, and increased access to the waterfront.

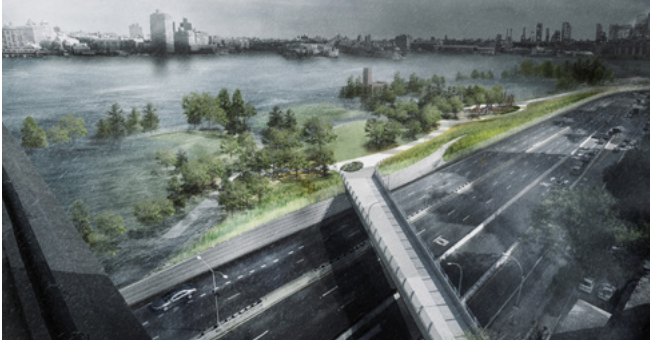


East Side coastal resilience rendering—everyday conditions.

Achieved major milestones on coastal resiliency projects in Lower Manhattan

Over the past three years, the City has made significant strides toward the implementation of the first phase of its coastal protection plan for Lower Manhattan. This has been possible due to the strong degree of cooperation and interagency coordination at all levels of government, as well as the continued focus on and investment in these projects by community stakeholders.

- East Side Coastal Resiliency (ESCR)**  
ESCR will benefit thousands of public housing and other residents of a particularly vulnerable part of Manhattan, and will demonstrate a new model for integrating coastal flood damage mitigation into neighborhoods. In 2017, the City committed additional funding to the project, increasing the budget from \$335 million to \$760 million. In 2018, the project received an Action Plan Amendment approval from the U.S. Department of Housing and Urban Development (HUD) and completed preliminary design.
- Lower Manhattan Coastal Resiliency (LMCR)—Two Bridges**  
In 2016, HUD awarded the City \$176 million for the Lower Manhattan area that extends from Montgomery Street to the Brooklyn Bridge. To support this work, the City added \$27 million in funding for a total project budget of \$203 million. The City is currently advancing the conceptual design and feasibility analysis for the project.
- Lower Manhattan Coastal Resiliency (LMCR)—Manhattan Tip**  
In 2015, the City allocated \$108 million in funding to protect the Manhattan tip, with \$8 million set aside specifically for the Battery. Work has progressed on concept designs for risk reduction projects in this area. A long-term study of climate risks in the 2100s has also been initiated, which looks comprehensively at the impact of storm surge, sea-level rise, groundwater table rise, increased precipitation, and extreme heat. Most recently, the City has engaged New York City Emergency Management (NYCEM) to assess the viability of an Interim Flood Protection Measures project (IFPM) in the Seaport district.



East Side coastal resilience rendering—storm conditions.

Reduced flood risk at 40 facilities and in Red Hook

Since the summer of 2015, NYCEM and the Mayor's Office of Recovery and Resiliency (ORR) have led a program called Interim Flood Protection Measures that aims to protect, on an interim basis, neighborhoods and critical facilities from low-level, high frequency coastal flooding until larger, more permanent flood mitigation projects are completed. Working with an interagency team, NYCEM has identified, designed, permitted, and operationalized flood risk reduction solutions at over 40 City facilities and in one neighborhood. Solutions are composed of off-the-shelf flood control products, including HESCO barriers (large, sand-filled geotextile containers), Tiger Dams (long tubes filled with water), and flood panels (stackable barriers that can be used to close doorways and other openings in the event of a flood).

The City has made significant progress in advancing the reduction of flood risk in Red Hook, Brooklyn, while also maintaining the unique waterfront character of this historic neighborhood. The Red Hook Integrated Flood Protection System (IFPS) is a \$104 million coastal flood mitigation initiative that reduces flood risk from lower intensity, higher frequency storm surges. The proposed project is completely passive, fully integrates into the urban fabric of Red Hook, and allows for future adaptation to higher flood elevations. The City has submitted the project concept and feasibility analysis to FEMA for approval and will advance design and construction upon approval.

The American Council of Engineering Companies of New York has awarded the Red Hook Integrated Flood Protection System Feasibility Study a 2018 Engineering Excellence Platinum Award.

Hesco barriers deployed along Beard Street as part of the Interim Flood Protection Measures program mitigate low-level flooding in Red Hook.



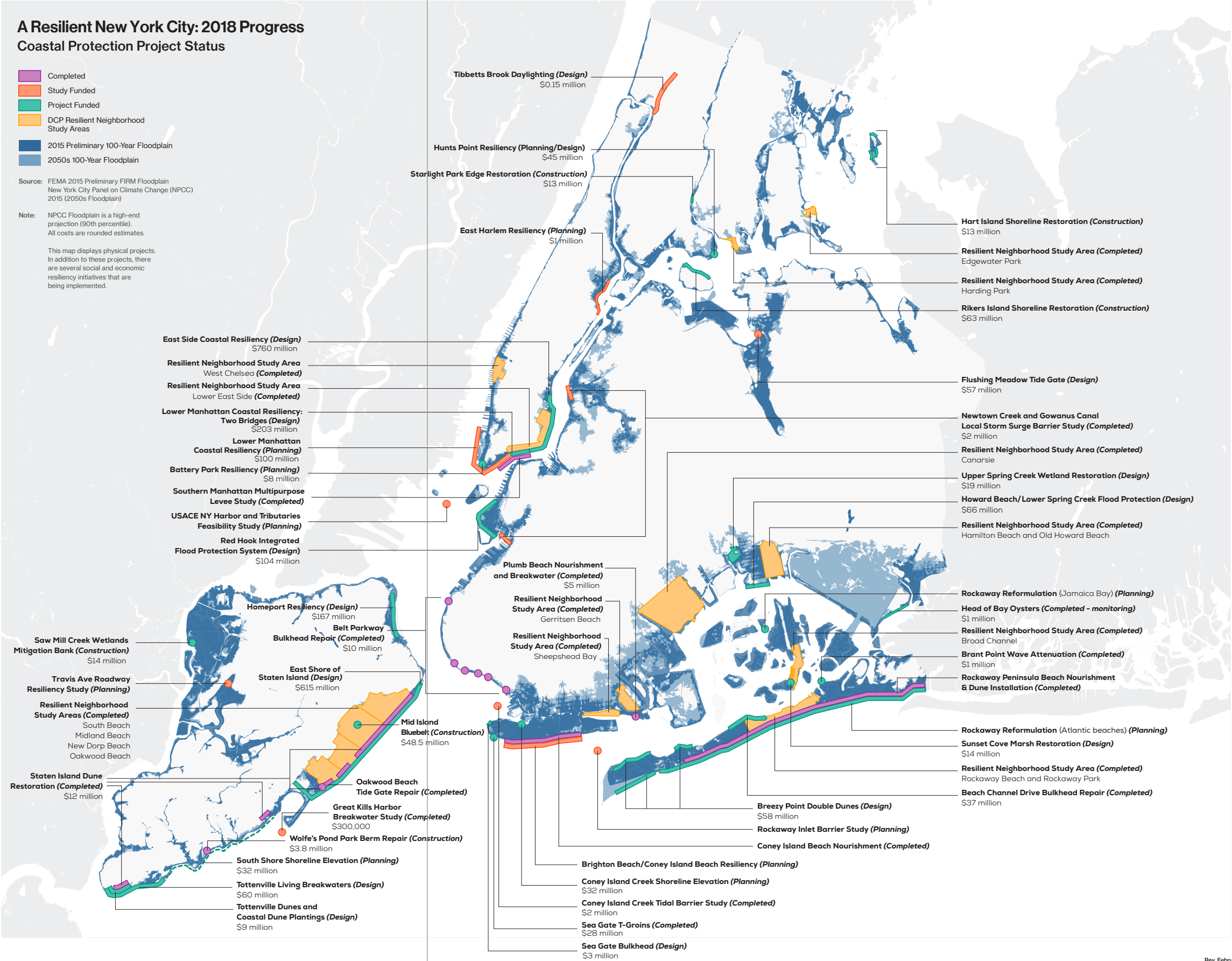


Continued to advance Army Corps projects in Staten Island and the Rockaways

The City has worked with the U.S. Army Corps of Engineers (USACE) to advance two major projects toward construction in the Rockaways and on Staten Island’s East Shore.

In the Rockaways, the USACE evaluated potential regional solutions to flood risks and produced a Tentatively Selected Plan (TSP) calling for a line of protection from Gravesend to the East Rockaway Inlet, which would protect Coney Island, the Rockaway Peninsula, and Jamaica Bay neighborhoods from coastal flooding. The USACE will construct elements of the TSP—a reinforced dune along the Rockaway Peninsula and mitigation of low-level, high frequency flooding for Jamaica Bay neighborhoods—beginning in 2020.

The City has also worked with the USACE to advance a buried seawall on Staten Island’s East Shore by securing authorization to acquire necessary property and applying to make needed land use changes. DEP continues to purchase properties for the build out of the South Beach and New Creek Bluebelts, which will serve as interior drainage for the levee while also improving stormwater management on the East Shore. NYC Parks completed the Shoreline Parks Plan, which establishes a long-term vision for the East Shore’s waterfront parks that responds to planned investments by USACE. With geotechnical evaluation and site surveys underway, USACE estimates construction on the East Shore project will begin in 2019.





# Diverse and Inclusive Government

## GOALS

-  **Government Workforce** PG 92
-  **M/WBEs** PG 94
-  **Equity Impacts** PG 94

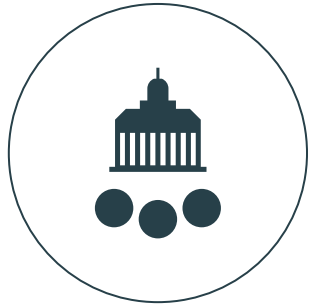
(Image Page Right)  
Photo Credit: Benjamin Kanter/Mayoral Photography Office.

## PROGRESS 2018

New York City’s diversity is one of its greatest assets, and a municipal workforce that reflects and embraces this diversity can more effectively and equitably serve New Yorkers. Diversity management combined with an inclusive work environment has proven to enhance organizational performance and innovation, bring different perspectives and solutions to the table, and strengthen government’s ability to serve and protect people from different backgrounds. OneNYC established a path for improving the ways we recruit, retain, and develop a diverse workforce that has shown results at every level of government. OneNYC also focused resources on increasing the capacity and participation of minority and women-owned business enterprises (M/WBEs), and implemented new programs to leverage the City’s purchasing power to support pay equity and M/WBEs.







# DIVERSE AND INCLUSIVE GOVERNMENT

## Government Workforce

### Signed executive orders promoting gender equity and inclusion

The City is protecting and empowering New Yorkers of all genders and setting an example for other workplaces when it comes to fairness and inclusion. In March 2016, the mayor signed an executive order affirming the rights of transgender and gender non-conforming New Yorkers to use single-sex City facilities consistent with their gender identity.

The City also took steps to close the gender pay gap. In November 2016, the mayor signed an executive order prohibiting City agencies from asking job applicants about their salary history, and in May 2017 signed legislation banning all New York City employers from inquiring about a job applicant’s past salary history.

### Conducted robust outreach to advance diversity in FDNY and NYPD

As part of the City’s mission to improve the way it recruits a diverse workforce, the Fire Department of New York (FDNY) and the New York Police Department (NYPD) have continued efforts to ensure that the members of their departments better reflect the people they serve.

In October 2014, FDNY named its first chief diversity and inclusion officer and in 2015 created its first-ever women’s outreach coordinator position and a LGBTQ outreach coordinator position. FDNY also planned and implemented the most successful firefighter recruitment campaign in the department’s history. As a result of a \$10 million campaign that included more than 10,000 recruitment events across the city, a record 46,305 people took the 2017 firefighter exam. For the first time, people of color made up the majority of the test takers and more women—more than twice as many as in 2012—took the exam than ever before.

In the City’s workforce, hiring in eight out of the ten largest job categories is more than 50 percent racially diverse—and six out of the ten are majority female.

From October 2016 to March 2017, NYPD ran the recruitment campaign, “It’s You We Want—Bring Who You Are,” which featured radio ads, television commercials, and banners, billboards, and transit platform ads placed in predominantly Black, Hispanic, and Asian neighborhoods. The department’s efforts also included outreach to CUNY students, clergy, and local organizations, as well as presentations at public high schools with diverse student bodies. In addition, the department implemented new beard and religious head covering policies and transgender policies. In January 2018, NYPD created the Office of Equity and Inclusion with the aim of making the NYPD workplace more supportive of and responsive to the diverse needs of its members and the communities they serve.

### Created a pipeline for more teachers of color

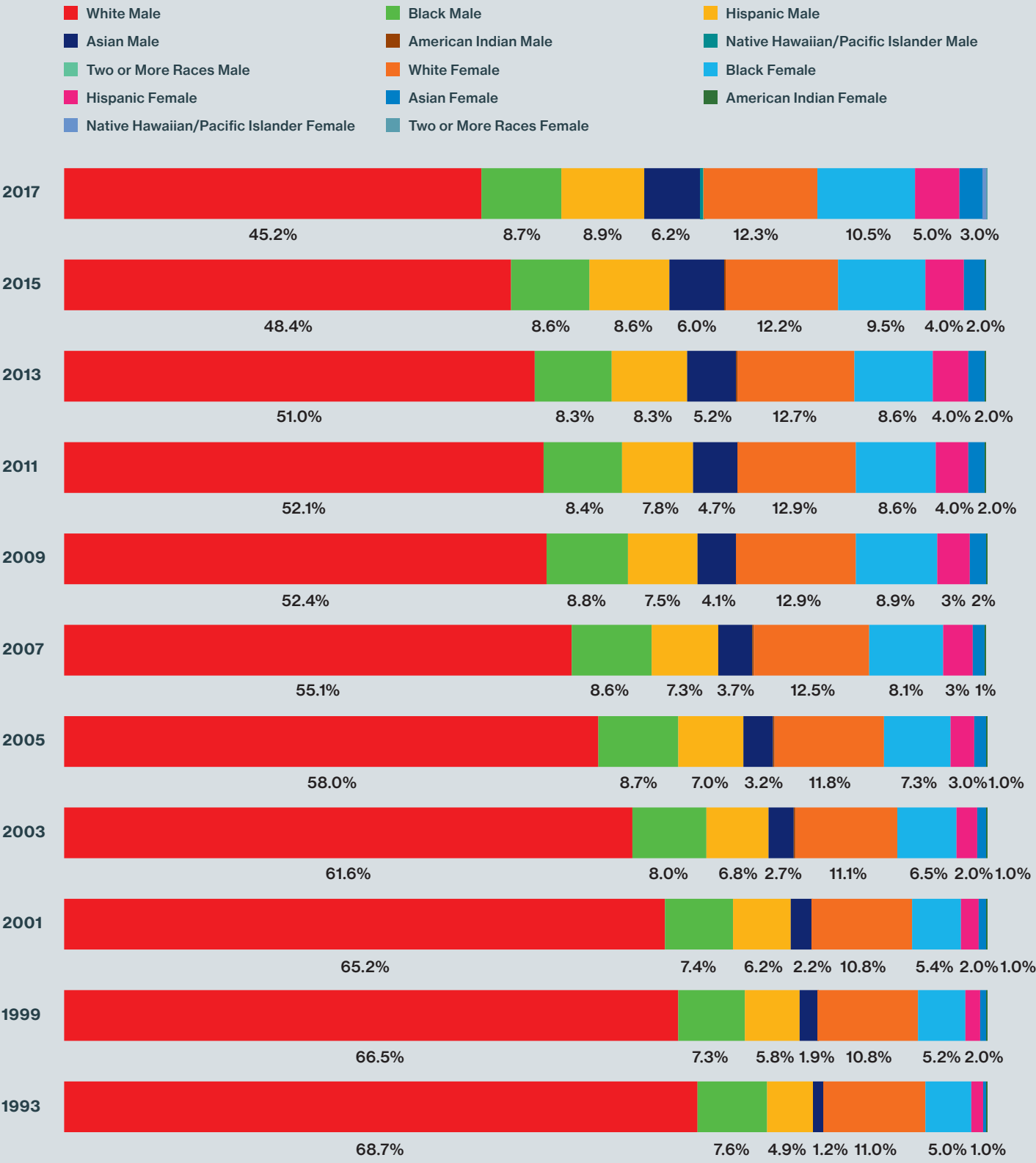
The City believes that a diverse teacher population is critical to improving student outcomes. Currently, there is a disproportionately low percentage of male teachers of color compared with the percentage of male students of color in City public schools. NYC Men Teach, operated in partnership by the New York City Young Men’s Initiative (YMI), City University of New York (CUNY), and the Department of Education (DOE), seeks to put an additional 1,000 men of color on track to become New York City public school teachers by December 2018. The program includes academic supports for CUNY students, as well as targeted recruitment, mentoring, and professional development for DOE personnel.

The City received the Forum on Workplace Inclusion 2017 Winds of Change Award, which is presented to an organization that has demonstrated a strong commitment to promoting diversity and inclusion in the workplace.

The City of New York has repeatedly achieved a perfect score of 100 on the Human Rights Campaign Municipality Index for its inclusive LGBTQ policies.

## Race and Gender of Administrators and Officials

### NYC EEO-4 REPORT, 1993, 1999–2017







## DIVERSE AND INCLUSIVE GOVERNMENT M/WBEs

### Expanded resources and contracting opportunities for M/WBEs

There has never been a better time to do business with the City of New York. Recognizing the important role Minority and Women-owned Business Enterprises (M/WBEs) play throughout the five boroughs, the City is redefining how it creates opportunities for these businesses to level the playing field for all entrepreneurs, regardless of race, gender, or ethnicity. In September 2016, the City created the Office of M/WBEs to oversee M/WBE-related policy and act as a one-stop shop for M/WBEs interested in doing business with the City.

The administration is ahead of schedule on its aggressive goal to award \$16 billion to M/WBEs by the end of Fiscal Year (FY) 2025, with over \$6 billion awarded so far. The City is also working to bridge gaps in the value of City contracts awarded to M/WBEs and in the number of certified M/WBEs that exist in New York City, with the goals of awarding 30 percent of the value of all City contracts to M/WBEs by the end of FY 2021 and certifying 9,000 M/WBEs by the end of FY 2019. As of the end of the second quarter of FY 2018, the City has certified about 5,500 M/WBEs, and since the end of FY 2017 has awarded 11.4 percent of the value of all City contracts to M/WBEs.

New policies developed to advance these goals have yielded promising results. For the first time ever, the City awarded over \$1 billion to M/WBEs in just one year—FY 2017—when only taking into account mayoral agencies. The Contract Financing Loan Fund, launched in March 2017, allows M/WBEs bidding on City contracts to apply for low-interest loans of up to \$500,000. To date, \$2.5 million in loans have either been distributed or are in the approval process, opening the door to over \$19 million worth of contracting opportunities.

In June 2017, the administration launched the \$10 million Bond Collateral Assistance Fund to help M/WBEs access surety bonds so they can successfully perform on City construction contracts. Moving forward, partnerships with designated banks will increase funding for these and other loan programs that help foster the entrepreneurial spirit of M/WBEs across the city.



## DIVERSE AND INCLUSIVE GOVERNMENT Equity Impacts



Pre-k class at P.S. 188. Photo Credit: Michael Appleton/Mayoral Photography Office.

### Made NYC more equitable

The City's work to increase equity for all New Yorkers is producing tangible results across a wide range of areas.

As a result of the Pre-K for All initiative, the number of 4-year-olds enrolled in free, high-quality, full-day pre-k has more than tripled. Enrollment has risen from 20,000 before the initiative's 2014 launch to nearly 70,000 today.

IDNYC, the City's municipal ID program, which is the nation's largest, has continued to grow since March 2017, when it was announced that more than 1 million ID cards had been issued. IDNYC offers access to bank accounts and cultural institutions and gives cardholders greater confidence in interacting with law enforcement, making the city more inclusive for all, including immigrants and the homeless.

Vision Zero, now four years old, is aimed at ending traffic fatalities, which at the launch were killing approximately 250 New Yorkers annually. It particularly benefits vulnerable

populations who are disproportionately likely to be killed or injured by vehicles, including children under 14 and the elderly.

The city is becoming healthier. The percentage of infants born at baby-friendly hospitals increased to 15.8 from 8.8 percent in 2015. The percentage of New Yorkers with serious psychological distress who received mental health treatment increased from 44 in 2013 to 46 in 2015.

Efforts are also underway to increase equity in City government. In 2017, the mayor signed three equity bills. They require three City agencies to examine their own operations and produce detailed plans and reports on their efforts to reduce disparities based on race, gender, income, and/or sexual orientation. They also create an Equity Committee, impose new training requirements, and require the City to report on inequities annually.



# Directory of Abbreviations

<b>100-year floodplain</b>	The geographical area with a 1 percent or greater chance of flooding in any given year
<b>500-year floodplain</b>	The geographical area with a 0.2 percent chance of flooding in any given year
<b>ACS</b>	New York City Administration for Children's Services
<b>BIC</b>	City of New York Business Integrity Commission
<b>BOEM</b>	Bureau of Ocean Energy Management
<b>CAU</b>	Mayor's Community Affairs Unit
<b>CBO</b>	Community-Based Organization
<b>CEO</b>	Center for Economic Opportunity
<b>CERT</b>	Community Emergency Response Teams
<b>CSO</b>	Combined Sewer Outflow
<b>CUNY</b>	City University of New York
<b>DCA</b>	New York City Department of Consumer Affairs
<b>DCAS</b>	New York City Department of Citywide Administrative Services
<b>DCP</b>	New York City Department of City Planning
<b>DDC</b>	New York City Department of Design and Construction
<b>DEP</b>	New York City Department of Environmental Protection
<b>DFTA</b>	New York City Department for the Aging
<b>DHS</b>	New York City Department of Homeless Services
<b>DOB</b>	New York City Department of Buildings
<b>DOC</b>	New York City Department of Correction
<b>DOE</b>	New York City Department of Education
<b>DOF</b>	New York City Department of Finance
<b>DOH</b>	New York City Department of Health and Mental Hygiene
<b>DOHMH</b>	New York City Department of Health and Mental Hygiene
<b>DOI</b>	New York City Department of Investigation
<b>DOITT</b>	New York City Department of Information Technology and Telecommunications
<b>DOP</b>	New York City Department of Probation
<b>DOT</b>	New York City Department of Transportation
<b>DPR</b>	New York City Department of Parks and Recreation
<b>DSNY</b>	New York City Department of Sanitation
<b>DYCD</b>	New York City Department of Youth and Community Development
<b>EPA</b>	U.S. Environmental Protection Agency
<b>FAA</b>	Federal Aviation Administration
<b>FDNY</b>	New York City Fire Department
<b>FEMA</b>	Federal Emergency Management Agency
<b>FERC</b>	Federal Energy Regulatory Commission
<b>FHWA</b>	Federal Highway Administration
<b>FIRM</b>	Flood Insurance Rate Map
<b>FRESH</b>	Food Retail Expansion to Support Health

<b>HHC</b>	New York City Health and Hospitals Corporation
<b>HPD</b>	New York City Department of Housing Preservation and Development
<b>HRA</b>	New York City Human Resources Administration
<b>HRO</b>	New York City Mayor's Office of Housing Recovery Operations
<b>HUD</b>	U.S. Department of Housing and Urban Development
<b>LIPA</b>	Long Island Power Authority
<b>LIRR</b>	Long Island Rail Road
<b>LPC</b>	Landmarks Preservation Commission
<b>MMR</b>	Mayor's Management Report
<b>MOIGA</b>	New York City Mayor's Office of Intergovernmental Affairs
<b>MOS</b>	New York City Mayor's Office of Sustainability
<b>MTA</b>	Metropolitan Transportation Authority
<b>NAC</b>	Natural Areas Conservancy
<b>NFIP</b>	National Flood Insurance Program
<b>NPCC</b>	New York City Panel on Climate Change
<b>NPS</b>	National Parks Service
<b>NYCEDC</b>	New York City Economic Development Corporation
<b>NYCEEC</b>	New York City Energy Efficiency Corporation
<b>NYCEM</b>	New York City Emergency Management Department
<b>NYCHA</b>	New York City Housing Authority
<b>NYCSCA</b>	New York City School Construction Authority
<b>NYPA</b>	New York Power Authority
<b>NYPD</b>	New York City Police Department
<b>NYSDEC</b>	New York State Department of Environmental Conservation
<b>NYSDOH</b>	New York State Department of Health
<b>NYSDOS</b>	New York State Department of State
<b>NYSDOT</b>	New York State Department of Transportation
<b>NYSERDA</b>	New York State Energy Research and Development Authority
<b>NYSCOSC</b>	New York State Office of the Comptroller
<b>OER</b>	New York City Mayor's Office of Environmental Remediation
<b>OMB</b>	New York City Office of Management and Budget
<b>ORR</b>	New York City Mayor's Office of Recovery and Resiliency
<b>PANYNJ</b>	Port Authority of New York and New Jersey
<b>SBS</b>	New York City Department of Small Business Services
<b>SCA</b>	New York City School Construction Authority
<b>SWMP</b>	Solid Waste Management Plan
<b>TLC</b>	New York City Taxi and Limousine Commission
<b>UHI</b>	Urban Heat Island
<b>USACE</b>	U.S. Army Corps of Engineers
<b>USFS</b>	United States Forest Service