

# OneNYC 2050

## BUILDING A STRONG AND FAIR CITY

VOLUME 1 OF 9  
APRIL 2019



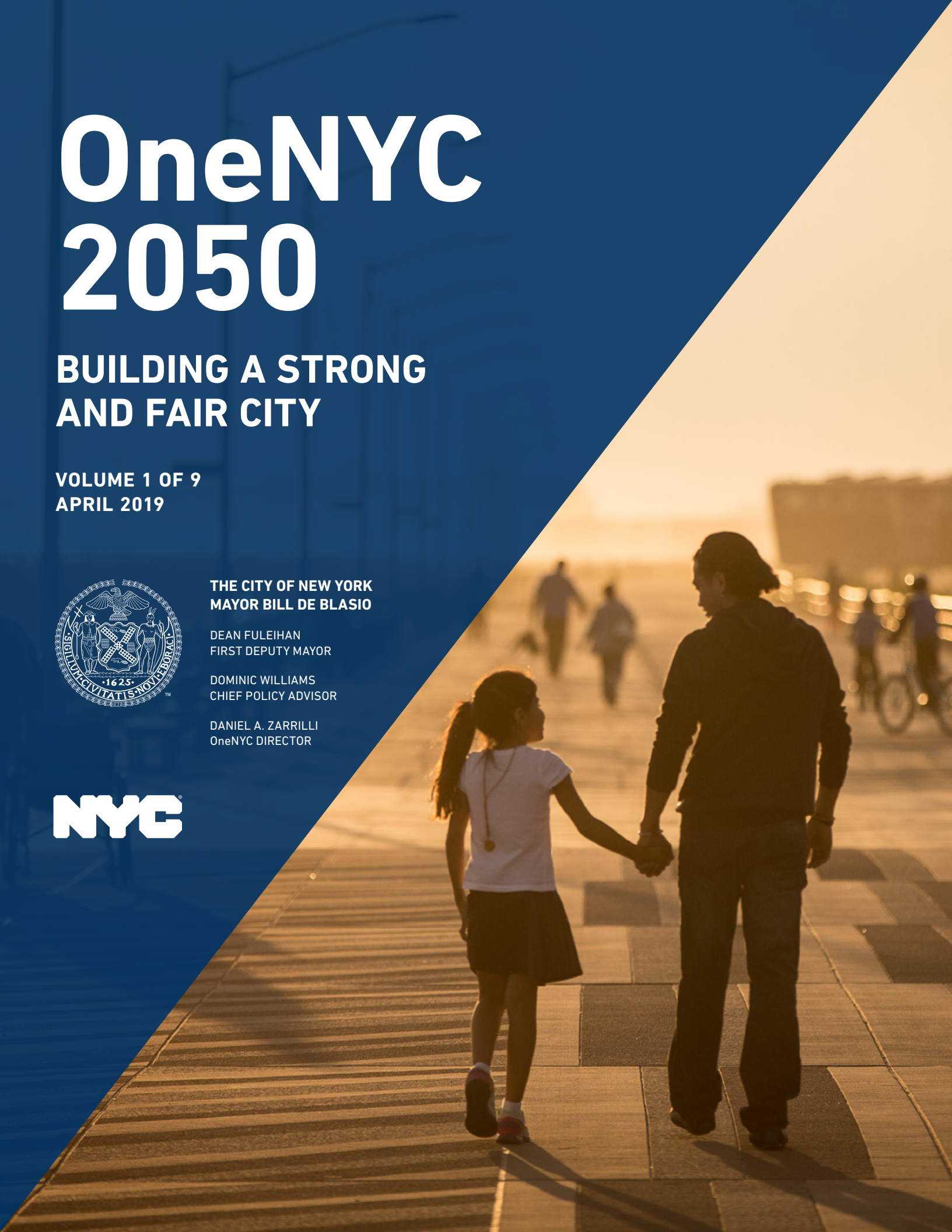
**THE CITY OF NEW YORK**  
**MAYOR BILL DE BLASIO**

DEAN FULEIHAN  
FIRST DEPUTY MAYOR

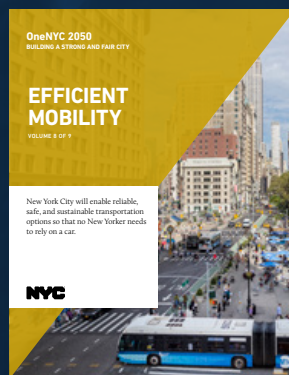
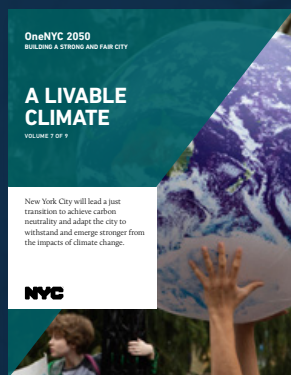
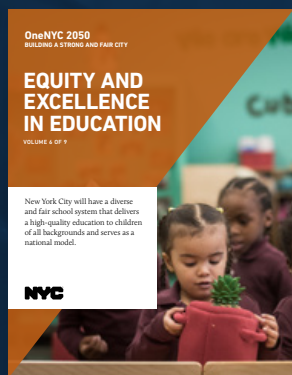
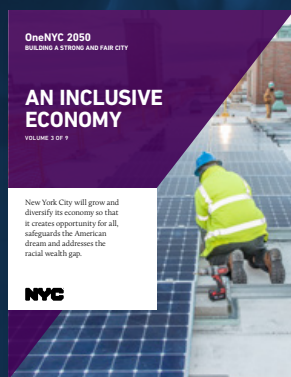
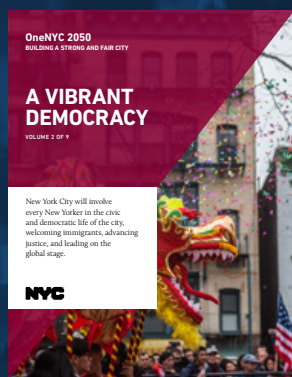
DOMINIC WILLIAMS  
CHIEF POLICY ADVISOR

DANIEL A. ZARRILLI  
OneNYC DIRECTOR

**NYC**



# ONENYC 2050 IS A STRATEGY TO SECURE OUR CITY'S FUTURE AGAINST THE CHALLENGES OF TODAY AND TOMORROW. WITH BOLD ACTIONS TO CONFRONT OUR CLIMATE CRISIS, ACHIEVE EQUITY, AND STRENGTHEN OUR DEMOCRACY, WE ARE BUILDING A STRONG AND FAIR CITY. JOIN US.



Learn more about how we are building a strong and fair city:  
**NYC.GOV/OneNYC**

Join the conversation on social media and tag us at **#OneNYC**.

Cover: Michael Appleton for The New York Times



# ONENYC 2050

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**FRIENDS,**

**MY ADMINISTRATION IS COMMITTED TO ADVANCING OUR WORK TO BUILD A FAIRER AND MORE PROGRESSIVE CITY,** and our ambitious OneNYC plan is based on the conviction that the fights for environmental sustainability, economic equality, and social justice are deeply intertwined.

With this renewed OneNYC 2050 strategic plan, we are pushing ourselves to go further and faster to fight global warming on every front, from our buildings to our streets. New laws will reduce emissions from heating homes and offices. We're encouraging more New Yorkers to walk, bike, and use public transit while ensuring the vehicles that remain on our roads run cleaner. We're also taking on Big Oil by divesting our pension funds from fossil fuels and eliminating the plastics, polystyrene, and other single-use waste that big corporations have pushed on us all to the detriment of the planet.

Alongside our sustainability goals, we are fighting for equity — because this must be a city for everyone. Together, we are working to build a city with fewer families in poverty and a place where everyone is welcomed in civic life. We are taking steps to create an economy that works for every New Yorker, ensuring that safety and respect coexist in every community, and that schools in every neighborhood are preparing kids for success. This is a path we must all travel together, leaving no one behind.

New York has always been a beacon to the world, and we hope this plan will serve as an antidote to the challenges facing not only our city, but also our nation and the globe. I invite you to join us as we strive to become the fairest big city in the nation – OneNYC.

Sincerely,

A handwritten signature in black ink, reading "Bill de Blasio". The signature is fluid and cursive, with a long horizontal stroke at the end.

**MAYOR BILL DE BLASIO**





**FELLOW NEW YORKERS,**

**OneNYC 2050 IS THE RESULT OF A NEARLY YEAR-LONG EFFORT** to explore and evaluate the most important local and global challenges facing our city, to craft a strategic plan to address those challenges, and to offer a vision for New York City in the 21<sup>st</sup> century.

Your voices helped us understand the issues and identify solutions. We heard from thousands of New Yorkers at dozens of events held in all five boroughs. What you told us was clear: We must take action now to confront critical problems so we can secure a better future for the next generation.

With OneNYC 2050, we choose a path that brings all New Yorkers on a journey to strengthen our democracy, rebuild our infrastructure, address inequities in health and education, confront the global climate crisis, and ensure our neighborhoods will always be places we can call home.

Join us and help to build OneNYC, a strong and fair city.

A stylized, handwritten signature in black ink, consisting of a large, fluid 'Z' followed by a few dots.

**DANIEL A. ZARRILLI**  
**OneNYC DIRECTOR**

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# A VISION OF NEW YORK CITY IN 2050

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*New York City will be a very different place in the middle of the 21st century. How will a child born today experience that future? Let's take a look.*

## **IN 2050, NEW YORK CITY HAS MORE THAN 9 MILLION RESIDENTS.**

The streets are bustling with people of all nationalities – some were born here, some are visitors, and some have chosen to make their home here. More than a million more flow into the city every day to work and explore the city's culture and neighborhoods. A dramatic skyline, bridges, and iconic buildings rise from world-famous islands and waterways. And there's a familiar, palpable sense of dynamism and creativity — people are in a hurry to accomplish great things.

## **IN 2050, NEW YORK CITY IS PREPARED FOR A CHANGING CLIMATE, AND IS NO LONGER RELIANT ON FOSSIL FUELS.**

Buildings, transportation, and our economy are powered by renewable energy — wind, solar, and hydropower — through a modern, fully electric grid. We can't avoid every impact of climate change, but our infrastructure, public services, and residents are protected from the ravages of extreme weather. Every New Yorker benefits from these changes, which were undertaken in a fair way, and our adapted city is a model for the world to follow.

## **IN 2050, NEW YORKERS NO LONGER RELY ON CARS.**

Our streets are safe and easy to navigate, reclaimed for people. Subways and buses are fast and reliable, taking people where they need to go and connecting our city to the wider metropolitan region. Bicycle lanes abound and walking is a favorite way of getting around town. For many New Yorkers, the daily commute to work is a scenic ferry ride. New modes of transportation, enabled by technology and responsibly deployed, add to the mobility options throughout the five boroughs.

## **IN 2050, NEW YORKERS ARE SECURE IN THEIR HOMES AND NEIGHBORHOODS.**

Safe, affordable housing is available in all five boroughs, and our neighborhoods are more diverse and dynamic than ever. Communities are safe, the air and water are clean, and there are abundant open spaces for all to enjoy. In every neighborhood, there are cultural centers and libraries, small businesses and corner groceries open for late night shopping. No longer threatened by harassment or eviction, families can choose to raise their children in the neighborhoods that best meet their needs.

## **IN 2050, NEW YORK CITY'S ECONOMIC STRENGTH PROVIDES SECURITY AND OPPORTUNITY FOR ALL.**

All New Yorkers can find a good job with fair wages, benefits, and the chance to advance. Young people, trained to think critically and ready to learn new skills, excel in their work and easily find jobs in a diversified and evolving economy. From big businesses to local start-ups, in manufacturing, technology, creative industries, New Yorkers are entrepreneurial and open to new opportunities, driving a growing economy in which everyone can take part and be rewarded.

## **IN 2050, HEALTH CARE IS A RIGHT FOR EVERY NEW YORKER.**

New Yorkers are healthy because quality health care is guaranteed, and our holistic approach means healthy lifestyles — good nutrition, clean air, nearby parks — are available to everyone regardless of race, gender, ethnicity, or disability. New mothers, seniors, children with asthma, people struggling with substance misuse or mental illness — all have access to care and treatment across the five boroughs. New Yorkers interact regularly with their natural environment through an extensive network of trails and waterfront greenways.





## IN 2050, EVERY CHILD IN NEW YORK CITY HAS EQUAL ACCESS TO AN EXCELLENT EDUCATION.

Our large public school system provides every child a chance to learn and discover the world, regardless of where they live or their race or their family's income. We give students every opportunity to succeed, with the best teachers and facilities, and recognize and respect that each child has their own needs and talents. High school graduates are prepared for higher education and the challenges and opportunities awaiting them.

## IN 2050, NEW YORK CITY'S INFRASTRUCTURE IS MODERN AND RELIABLE.

Roads and rail lines, tunnels and bridges, our water supply and our electric grid are ready for the demands of a growing, thriving city. Strategic investment and capital planning policies mean infrastructure projects are delivered on budget and on time, and new digital infrastructure gives New Yorkers equal access to the digital world. Millions of New Yorkers bike, run, and relax along miles of waterfront parks, which also function as a barrier to coastal flooding.

## IN 2050, NEW YORKERS ACTIVELY PARTICIPATE IN A VIBRANT DEMOCRACY.

New York remains a beacon to the world for those seeking refuge and a new start in life — and immigrants from every culture are warmly welcomed. Residents actively participate in elections and join civic institutions, volunteer to help neighbors, and proudly stand up to make their voices heard. New Yorkers may not all agree on the best direction for their city, but all communities feel their voices are heard by government, including communities historically left out of decision-making. Across the city, young people feel invested in the future of their community and city, and train to be future leaders in a democracy that is stronger than ever.



*This is a vision of New York City three decades from now. It is ambitious and exciting and requires that we overcome seemingly insurmountable challenges. Easy? No. Idealistic? Think again. Read on as we describe what the journey will be like, and how we will create a strong and fair city in the 21st century. Join us as we create our future together.*



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# EXECUTIVE SUMMARY





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## FOR NEARLY 400 YEARS, NEW YORK CITY HAS SERVED AS A BEACON TO THE WORLD.

**FROM OUR EARLIEST DAYS AS NIEUW AMSTERDAM THROUGH WAVES OF IMMIGRATION OVER DECADES**, the Big Apple has attracted so many seeking refuge, economic security, the American Dream, or, simply, acceptance. As an iconic metropolis, people look to New York City for inspiration and ideas — and for generations, the culture, values, and talent incubated in New York City have influenced and helped shape the world.

**YET, LIKE ALL GREAT CITIES, NEW YORK IN 2019 IS A PLACE OF STRIKING CONTRADICTIONS.** We have extreme wealth alongside dire poverty and homelessness. There is unmatched cultural and population diversity amid some of the most racially segregated urban neighborhoods in the United States. Our landmark skyscrapers are recognizable worldwide, and towering high-rises are reshaping our skyline. Yet in many neighborhoods most buildings are just a few stories tall.

Our city gave rise to social justice movements and influential figures fighting for equality, and our streets are hotbeds of public activism. But we are still confronting injustice and social and economic inequities and a lack of faith in civic institutions. New York City's subway system is one of the largest in the world, but it is decaying due to neglect and disinvestment. We have hundreds of miles of majestic waterfront, and a natural harbor, both built for commerce, but which now, in an era of climate change, are exposed and endangered.

**THESE CONTRADICTIONS EXIST AGAINST THE BACKDROP OF NATIONAL AND INTERNATIONAL POLITICAL TRENDS THAT HAVE LED TO BROAD DISTRUST IN GOVERNMENT.** There is a disturbing rise in nationalism, intolerance, and authoritarianism in many countries, including ours; this impacts New Yorkers personally, reflects a turning away from the values we hold dear, and contributes to voter apathy. Across the globe, governments are failing to take necessary actions to protect the climate, address economic inequity, and secure basic human rights, requiring that global cities such as New York take the lead and form partnerships to address these issues.

As we look to 2050, the challenges facing New York City are significant, but we have faced challenges of equal measure before and prevailed. Today, we are stronger than at any time in our history. In recent years, we have embraced progressive policies that address our most pressing challenges head-on. And as we look ahead, we are committed to resolving our city's contradictions without compromising or relinquishing our legacy of openness, inclusion, and progress.

**WE STRIVE TO TRANSFORM OUR CITY FOR THE FUTURE, BUILDING ON PAST ACHIEVEMENTS AND USING OUR UNPARALLELED TALENT AND RESOURCES AS AN ANTIDOTE.** OneNYC 2050 aims high to achieve these goals. As New York has done so many times in the past, our city will serve as a model for the nation and the world, to repair divisions and create a better society.

*Together we will build  
a strong and fair city.*

# PROGRESS SINCE 2015

Since the launch of the original OneNYC strategy in 2015, New York City has made significant progress toward our goals of strength and fairness, implementing progressive policies that serve all New Yorkers, provide global leadership, and secure a sustainable future.

## AMONG THE HIGHLIGHTS, NEW YORK CITY HAS:

- **ENROLLED 70,000 CHILDREN EACH YEAR IN UNIVERSAL PRE-K** and launched 3-K for All, providing a solid foundation for their education and improving the opportunities available to the next generation.
- **SUCCESSFULLY ADVOCATED FOR A \$15-PER-HOUR MINIMUM WAGE** and strengthened worker protections and benefits, putting us on track to lift 800,000 New Yorkers out of poverty or near poverty by 2025.
- **DELIVERED AFFORDABLE HOUSING TO 275,000** New Yorkers through the most ambitious affordable housing plan in the city's history, with tens of thousands more units on the way.
- **LAID THE GROUNDWORK FOR 19,000 GOOD-PAYING JOBS** in high-growth sectors through *New York Works*, with plans to create 100,000 jobs over 10 years.
- **CUT GREENHOUSE GAS (GHG) EMISSIONS BY 17 PERCENT** below 2005 levels amid significant population and economic growth.
- **COMMITTED TO DIVEST \$5 BILLION** of the City's pension funds from fossil fuels, and invest \$4 billion into climate solutions, becoming a global leader in the divestment movement.
- **REDUCED PEDESTRIAN FATALITIES BY 45 PERCENT** with the Vision Zero initiative, making New York City's streets the safest they've been since the dawn of the automobile.
- **LAUNCHED A CITYWIDE FERRY NETWORK** to address transit gaps in communities in all five boroughs.
- **REDUCED INCARCERATION RATES** to the lowest level in decades while maintaining record-low crime rates, enabling the long-overdue commitment to close Rikers Island, and bringing neighborhood policing to every neighborhood in New York City.
- **EXPANDED NEIGHBORHOOD POLICING** to every neighborhood in New York City, contributing to the lowest number of major crimes in the modern era.
- **ACHIEVED THE CITY'S HIGHEST-EVER HIGH SCHOOL GRADUATION RATE**, the lowest-ever dropout rate, and double-digit increases in college readiness and English proficiency, with notable gains for students of color.
- **LAUNCHED THRIVENYC, A MENTAL HEALTH SYSTEM THAT WORKS FOR EVERYONE** by ensuring New Yorkers who need mental health support have access to it, where and when they need it.
- **INVESTED BILLIONS OF DOLLARS** in all five boroughs to strengthen core infrastructure and support vibrant public spaces, and committed billions more to adapt our city for a changing climate.





# OneNYC 2050 AT A GLANCE

New Yorkers can be proud of the progress we've made. Yet we also know there is much to be done to address critical challenges such as climate change, increasing unaffordability, and failing infrastructure that have been decades, if not generations, in the making. Now we must go further. The following pages outline 30 strategic initiatives New York City will undertake to achieve this vision for 2050.

## HIGHLIGHTS OF THE STRATEGY, WHICH LAY THE FOUNDATION FOR TRANSFORMATIONAL CHANGE, INCLUDE:

1. **COMMITTING TO CARBON NEUTRALITY BY 2050**, and a just transition that benefits all New Yorkers. We will be a leader among global cities by pursuing steep cuts in greenhouse gas emissions from buildings and sourcing 100 percent clean electricity, while creating green jobs and holding polluters responsible for climate-related costs.
2. **LEADING BY EXAMPLE ON CLIMATE CHANGE** by ending City purchases of unnecessary single-use plastic foodware and phasing out the purchase of processed meat, cutting beef purchasing in half, committing to a carbon neutral City fleet by 2040, pursuing expanding mandatory organics collection citywide, and undertaking comprehensive projects to mitigate climate risk, including Lower Manhattan Coastal Resiliency.
3. **INTRODUCING CONGESTION PRICING**, to reduce traffic in Manhattan and generate funds for essential subway repairs and enhancements, while dramatically improving bus service through expanded and improved bus lanes, stronger bus lane enforcement, and signal improvements that prioritize buses as they travel through city streets.
4. **RECLAIMING STREETS TO MEET THE NEEDS OF THE PUBLIC** by creating People Priority Zones that restrict vehicular access, create public spaces, improve safety, reduce congestion, and improve air quality. We will start with a zone in Lower Manhattan to test a potential expansion citywide.
5. **GUARANTEEING HEALTH CARE** for every New Yorker, to create the most comprehensive, universal coverage in the nation for uninsured New Yorkers, regardless of ability to pay or immigration status.
6. **ENDING THE OPIOID EPIDEMIC** by treating substance misuse as the public health emergency it is, investing \$60 million to distribute naloxone kits and provide training, expanding peer counseling at hospitals, and deploying engagement teams alongside first responders to support people with mental health and substance misuse needs.
7. **EXPANDING THE IDNYC** municipal ID card to enable banking access for more than 1 million underbanked New Yorkers, saving low-income households as much as 10 percent of their paychecks from avoided fees.
8. **SUPPORTING WORKING NEW YORKERS** by aggressively enforcing fair wage and work regulations, supporting mandated paid personal time, expanding retirement and other benefits for workers not covered through their employer, and promoting business models, including M/WBE and worker-owned businesses, that help generate community wealth and address the racial wealth gap.
9. **PROTECTING TENANTS FROM DISPLACEMENT** by guaranteeing legal counsel to all New Yorkers facing eviction by 2022, creating a new office to coordinate anti-harassment efforts with advocates and community organizations, and more aggressively monitoring and penalizing unscrupulous landlords.
10. **SECURING THE CITY'S FINANCIAL STABILITY** by delivering capital projects on budget and on time and targeting operational efficiencies to free up funds to invest in equity strategies and preserve essential services during downturns.

# NEW YORK CITY'S GREEN NEW DEAL

**THE NATION IS NOW ENGAGED IN AN IMPORTANT CONVERSATION ABOUT THE GREEN NEW DEAL**, a bold vision to meet the twin challenges of climate change and inequality across the nation. Here in New York City, we have long recognized the connection between environmental and economic justice, and that work is already under way.

With the launch of OneNYC in 2015, New York City demonstrated the fundamental link between climate action and inclusive growth by introducing an equity lens into the city's long-term planning.

Four years later, OneNYC 2050 is raising the bar. We recognize that we face a true climate emergency, one that requires us to transform how we live. We also recognize that effectively mobilizing to confront climate change requires a new social compact – one that strengthens our democracy, invests in our communities, promotes an inclusive economy, and addresses historic inequities. Everything we do to combat climate change and support growth must also advance human rights, public health, and economic prosperity for all New Yorkers.

In OneNYC 2050, we demonstrate a model for inclusive growth and **CLIMATE ACTION** with a focus on:

- **CREATING GOOD-PAYING JOBS**, including green jobs, and promoting prosperity and economic security for all.
- **ENSURING EQUITABLE ACCESS TO NATURE**, clean air, and water; climate and community resiliency; and healthy food.
- **GUARANTEEING THE RIGHT** to quality health care and education in all communities.
- **PROMOTING JUSTICE** by recognizing, and repairing the damage caused by, historic oppression of communities of color, migrant communities, youth, and other frontline and marginalized communities.

By taking action on these strategies, New York City will demonstrate not only the effectiveness of this model, but also its necessity. Our nation, and indeed our planet, deserves nothing less if we hope to secure a livable future for humanity.

*Effectively mobilizing to confront climate change requires a new social compact.*





MEMBERS OF THE SUNRISE MOVEMENT  
ADVOCATE FOR GREEN NEW DEAL LEGISLATION  
IN THE HALLS OF CONGRESS IN LATE 2018.

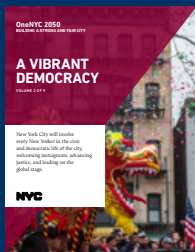
Source: Jim Lo Scalzo/EPA



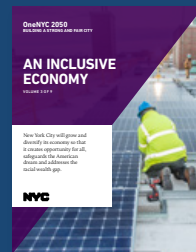
# ABOUT THE STRATEGY

**ONENYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES THAT TOGETHER COMPRISE A STRATEGY TO PREPARE NEW YORK CITY FOR THE FUTURE.** These goals reflect both our core strengths as a city — our growing, diverse population, strong economy, and global leadership — as well as the significant challenges we must address: growing unaffordability, economic insecurity, inequity, and the existential threats posed by climate change, decaying infrastructure, and rising global intolerance.

OneNYC 2050 outlines bold actions New York City will take to overcome these challenges and create a strong and fair future for all New Yorkers. **SUPPORTED BY THE INITIATIVES OUTLINED IN THIS PLAN, THE FUTURE NEW YORK CITY WILL HAVE:**



**A VIBRANT DEMOCRACY,** where every New Yorker is welcomed into the civic and democratic life of the city. Because an empowered public is the foundation of a successful democracy, both locally and nationally



**AN INCLUSIVE ECONOMY,** where economic growth creates opportunities for all New Yorkers and safeguards the American Dream. Because economic security and dignity are essential to overcome long-standing inequities and create a city where everyone can succeed



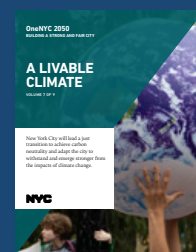
**THRIVING NEIGHBORHOODS,** where all communities have safe, affordable housing and are well served by parks, cultural resources, and other shared spaces. Because our lives are better and our social connections are stronger when New Yorkers feel secure in their communities



**HEALTHY LIVES,** where health inequities based on race and ethnicity are eliminated, and all residents have equal access to health care, clean air, and healthy food. Because health care is a human right



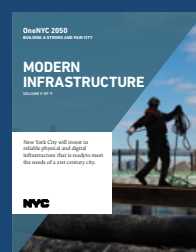
**EQUITY AND EXCELLENCE IN EDUCATION,** where diverse and fair schools provide a quality education for every student, and New York serves as a model for educating children of all backgrounds. Because education is essential for a fulfilling life



**A LIVABLE CLIMATE,** where we no longer rely on fossil fuels and have mitigated the risks posed by climate change. Because inaction will have devastating consequences, with disproportionate harm on our most vulnerable populations



**EFFICIENT MOBILITY,** where affordable, reliable, safe, and sustainable transportation options mean no New Yorker needs to rely on a car. Because New York City's transit system and walkability are core to our identity, economic competitiveness, and quality of life



**MODERN INFRASTRUCTURE,** where reliable physical and digital infrastructure allows New Yorkers to flourish. Because up-to-date, modern, resilient infrastructure is the foundation on which we build a strong and fair city

## OneNYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES TO SECURE OUR CITY'S FUTURE.

<b>A VIBRANT DEMOCRACY</b>	1. Empower all New Yorkers to participate in our democracy
	2. Welcome new New Yorkers from around the world and involve them fully in civic life
	3. Promote justice and equal rights, and build trust between New Yorkers and government
	4. Promote democracy and civic innovation on the global stage
<b>AN INCLUSIVE ECONOMY</b>	5. Grow the economy with good-paying jobs and prepare New Yorkers to fill them
	6. Provide economic security for all through fair wages and expanded benefits
	7. Expand the voice, ownership, and decision-making power of workers and communities
<b>THRIVING NEIGHBORHOODS</b>	8. Strengthen the City's fiscal health to meet current and future needs
	9. Ensure all New Yorkers have access to safe, secure, and affordable housing
	10. Ensure all New Yorkers have access to neighborhood open spaces and cultural resources
	11. Advance shared responsibility for community safety and promote neighborhood policing
<b>HEALTHY LIVES</b>	12. Promote place-based community planning and strategies
	13. Guarantee high-quality, affordable, and accessible health care for all New Yorkers
	14. Advance equity by addressing the health and mental health needs of all communities
	15. Make healthy lifestyles easier in all neighborhoods
<b>EQUITY AND EXCELLENCE IN EDUCATION</b>	16. Design a physical environment that creates the conditions for health and well-being
	17. Make New York City a leading national model for early childhood education
	18. Advance equity in K-12 opportunity and achievement
	19. Increase integration, diversity, and inclusion in New York City schools
<b>A LIVABLE CLIMATE</b>	20. Achieve carbon neutrality and 100 percent clean electricity
	21. Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient
	22. Create economic opportunities for all New Yorkers through climate action
	23. Fight for climate accountability and justice
<b>EFFICIENT MOBILITY</b>	24. Modernize New York City's mass transit networks
	25. Ensure New York City's streets are safe and accessible
	26. Reduce congestion and emissions
	27. Strengthen connections to the region and the world
<b>MODERN INFRASTRUCTURE</b>	28. Make forward-thinking investments in core physical infrastructure and hazard mitigation
	29. Improve digital infrastructure to meet the needs of the 21st century
	30. Implement best practices for asset maintenance and capital project delivery



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# NEW YORK CITY TODAY



NEW YORKERS CELEBRATE LUNAR NEW YEAR FESTIVITIES ON MOTT STREET.

Source: Mayor's Office of Photography

**NEW YORK TODAY IS A GROWING, THRIVING CITY THAT CONTINUES TO ATTRACT PEOPLE FROM AROUND THE COUNTRY — AND THE WORLD — WHO SEEK OPPORTUNITY AND THE CHANCE TO BUILD A NEW LIFE. THE CITY'S POPULATION IS AT A RECORD HIGH. OUR STREETS ARE SAFER THAN EVER. OUR ECONOMY IS FLOURISHING. YET AT THE SAME TIME, PROSPERITY REMAINS OUT OF REACH FOR FAR TOO MANY NEW YORKERS, AND WE FACE EXISTENTIAL THREATS.**

Racist, sexist, and classist policies of the past, and regressive current national policies, have left us with stubborn inequalities in wealth, income, health, and education. Disinvestment in our infrastructure is making life harder for New Yorkers as they commute to work and rely on critical public services. Looking to the future, we are facing not only the risks posed by climate change, but also rising nationalism and intolerance on a national and global level, which threaten the social fabric of our city.

Together, these strengths and challenges set the context for the action we must take through OneNYC 2050.

*New York City is a strong and growing city, yet local and global challenges prevent all New Yorkers from benefiting equitably.*



# WE ARE FUNDAMENTALLY STRONG, AND GROWING.

**NEW YORK CITY’S POPULATION IS AT A RECORD HIGH AND IS PROJECTED TO SURPASS 9 MILLION BY 2050**, as New York continues to be a magnet for people searching for opportunity. This is true across the metropolitan region as well: The current regional population of 23 million is expected to swell to over 26 million by 2050.

As New York grows, so does our diversity. Today, New York is the only major American city in which white, black, Hispanic, and Asian populations each comprise at least 10 percent of the population, and no group makes up a majority. More than 3 million New Yorkers, or 37 percent, were born outside of the United States, and our residents speak more than 200 languages.

Neighborhoods in all five boroughs are adding residents, with new population centers emerging alongside a new economy

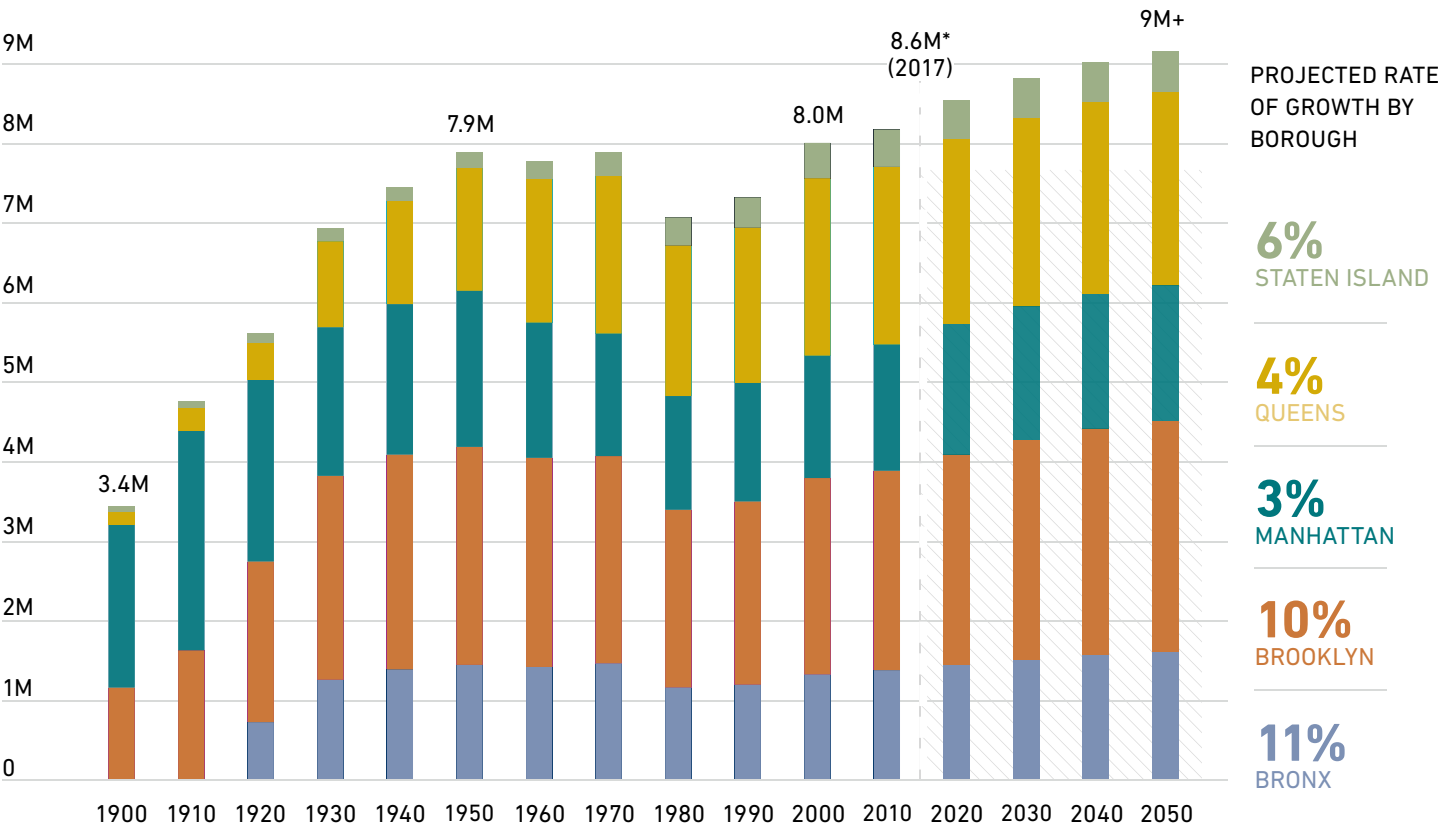
in formerly commercial and industrial neighborhoods such as Lower Manhattan, Downtown Brooklyn, and the Williamsburg waterfront, as well as neighborhoods that only a few decades ago experienced severe population decline, including the South Bronx and East New York.

As population continues to reach all-time highs, new housing construction has reached its highest levels since the 1960s. More than 350,000 residential units have been built since 2000, most of which are along subway lines, reversing historic patterns of sprawl. New York City is adding more units in larger apartment buildings than ever before. This high-density growth is concentrated in certain neighborhoods, such as Long Island City, Hudson Yards, and Flushing.

To support this growth, the City has invested billions of dollars in affordable housing, schools, parks, and infrastructure to serve new and existing residents. We have also begun to reform our approach to capital planning to make sure we’re investing in step with growth rather than playing catch-up, aiming to reduce the very real growing pains our city has experienced over the past two decades.

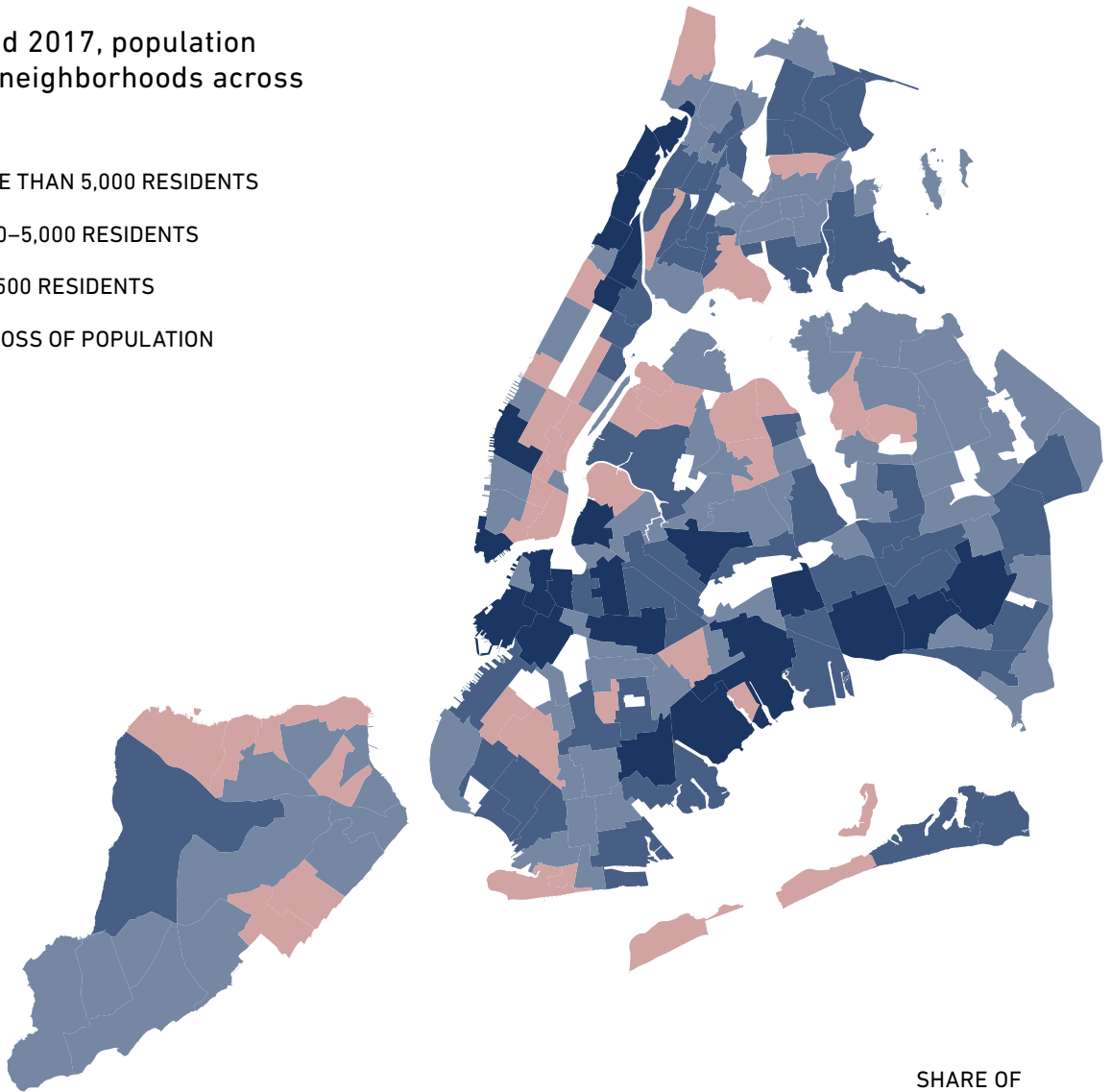
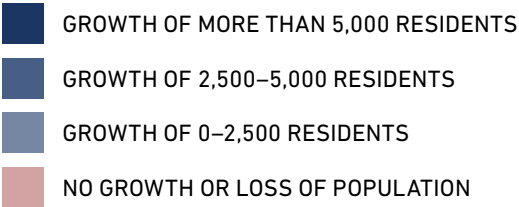
New York City’s population is projected to surpass 9 million by 2050, with the fastest rate of growth in the Bronx and Brooklyn.

Source: Decennial Census, ACS 5-Year 2017, NYMTC 2050 borough population projections

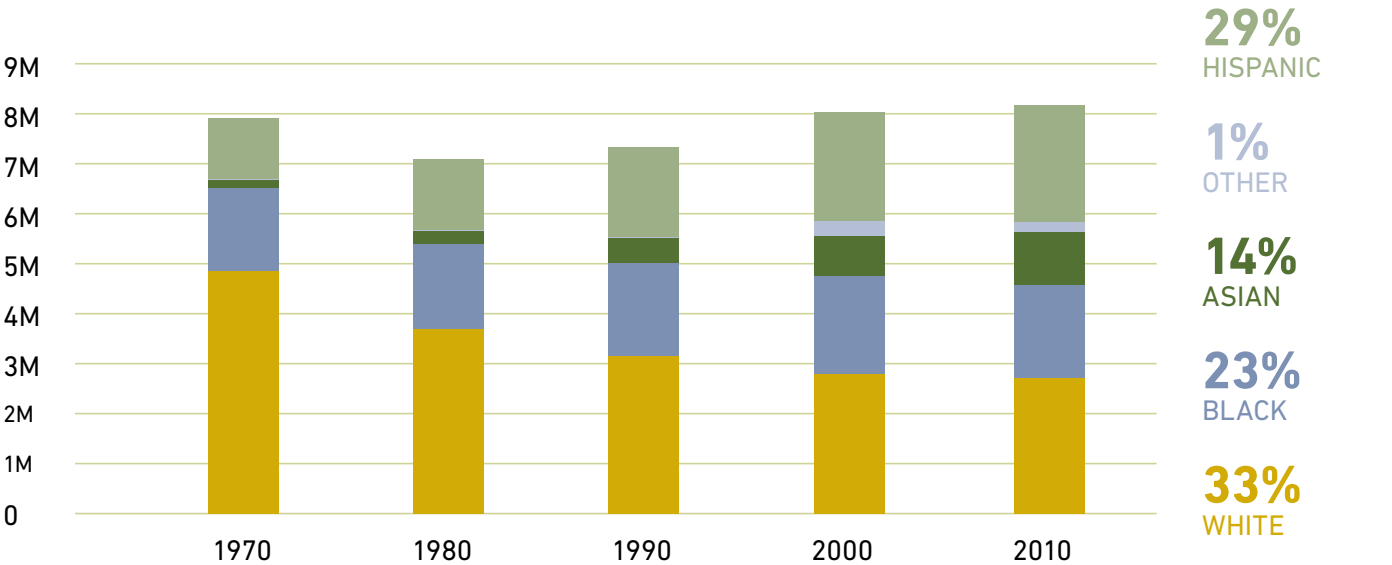


\* Shortly before the publication of this plan, the Census Bureau revised its estimation methodology, which is under review. The decennial 2020 Census will determine the official New York City population count.

Between 2010 and 2017, population has increased in neighborhoods across all five boroughs.



As New York City has grown, we’ve become more racially and ethnically diverse than ever.





**THE CITY'S ECONOMY IS ROBUST. MORE JOBS HAVE BEEN CREATED IN THE LAST DECADE THAN DURING ALMOST ANY PERIOD SINCE AFTER WORLD WAR II, AND MEDIAN WAGES ARE ON THE RISE FOLLOWING DECADES OF STAGNATION.**

Today, New York City boasts 4.5 million jobs — the most in our history — and employment opportunities are increasingly diversified, from traditional sectors such as finance, insurance, and media, to technology, fashion, and digital industries, for which New York City is now a global hub. Moreover, we have seen the beginning of job creation in transit-accessible neighborhoods closer to where New Yorkers live in Brooklyn, Queens, and the Bronx, as well as in Manhattan, a pattern that, if it can continue to grow, will give more New Yorkers access to higher-quality jobs.

Median wages are rising, due in part to the success of the movement for a \$15 minimum hourly wage, which has benefited more than 1.5 million New Yorkers since it was enacted statewide in January 2019. New York State now leads the nation with the lowest wage gap between men and women. High school graduation rates and college admissions are at all-time highs, helping more New Yorkers prepare for the jobs of the future. Since 2014, the City has more than tripled the number of children in free, full-day, high-quality pre-K, to nearly 70,000 4-year-olds today, setting up the next generation for success.



DIANA, OWNER OF NOT JUST BAGELS ON STATEN ISLAND, IS ONE OF THOUSANDS OF NEW YORK CITY'S SMALL BUSINESS OWNERS.

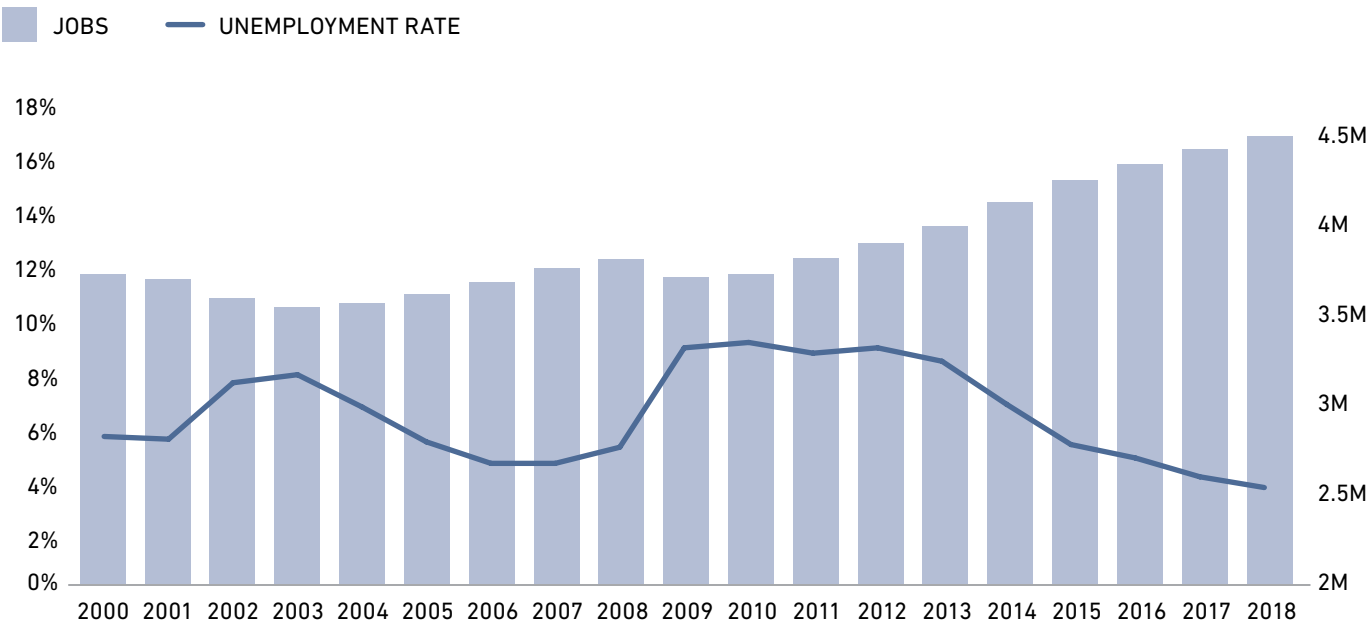
Source: SBS

Economic growth in the city is supported by a dynamic region, with jobs, commerce, and residential neighborhoods that together support the nation's largest metropolitan economy, with a \$1.9 trillion gross domestic product. The city's large role in supporting regional growth demonstrates the need for continued partnerships throughout the region. As the counties surrounding New York City continue to add workers and residents, there will be broad implications for our transit system, housing strategies, and overall economic strength.

**New York City has added more than 700,000 jobs since the Great Recession, leading to the lowest-ever unemployment rate.**

**NEW YORK CITY JOBS AND UNEMPLOYMENT, 2000–2018**

Source: NYS DOL Historical Employment



**THE CITY'S GROWTH — IN POPULATION AND ECONOMY — HAS ENABLED INVESTMENTS IN EDUCATION, HOUSING, AND INFRASTRUCTURE, AMONG OTHER PRIORITIES ESSENTIAL FOR A STRONG AND FAIR CITY.**

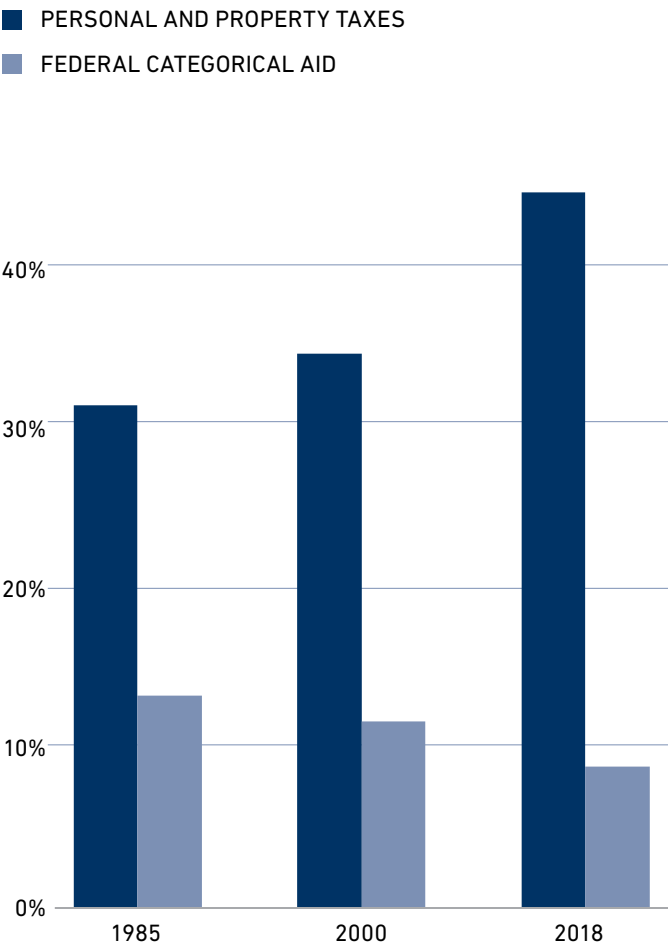
Today, nearly half of the City's budget is funded by property and personal income taxes, up from 30 percent in 1980. By comparison, support from the federal government has declined significantly over the same period, from more than 15 percent in 1980 to 9 percent today, as Congress has retrenched from infrastructure and housing investments, primarily impacting urban centers.

Population growth and increased tax revenue provide the City with additional resources to enact a diverse range of policies and

The City increasingly relies on taxes related to economic and population growth to fund core services and investments, as support from the federal government has declined significantly since 1985.

SHARE OF CITY REVENUES BY SOURCE

Source: Independent Budget Office



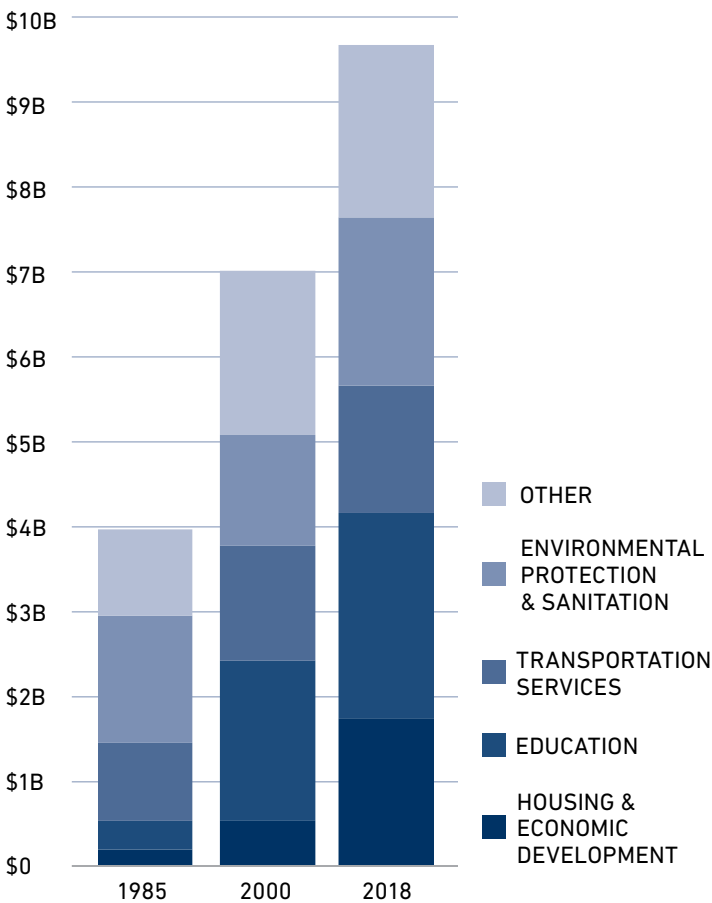
benefits across the five boroughs. For every dollar of revenue we receive, the City spends 27 cents on education, 17 cents on safety-net programs such as health care and homeless services, and 11 cents on police and fire services. Tax revenues also support housing, transit, and dozens of other important public functions that benefit all New Yorkers, including vulnerable populations. New York City is uniquely able to fund and sustain programs that make the city a fairer place for all because we can rely on our own independent tax streams, many of which are tied closely to our economic growth.

New York's growing population and strong economy are foundational to meeting our aspirations for the future, and will provide opportunities to improve the well-being of all New Yorkers in the decades to come.

New York City spends more than 40 percent of our capital budget on education, housing, and economic development, more than three times as much as in 1985.

NEW YORK CITY CAPITAL EXPENDITURES, BY FUNDING CATEGORY (IN REAL DOLLARS)

Source: Independent Budget Office



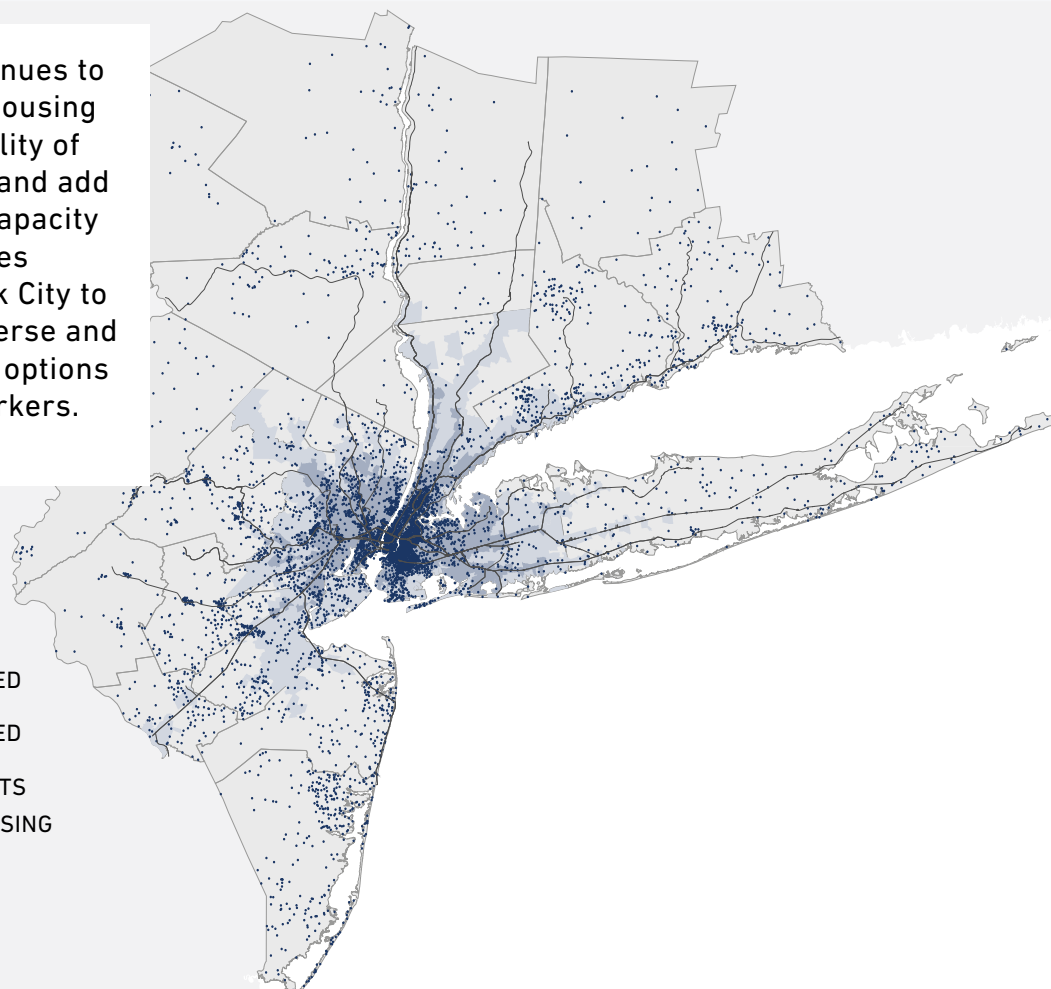


# THE IMPORTANCE OF THE REGION

New York City continues to lead the region in housing production. The ability of the region to grow and add jobs relies on the capacity of cities and counties outside of New York City to add a supply of diverse and affordable housing options for the region's workers.

Source: DCP

- 60 MINUTE TRAVELSHED
- 90 MINUTE TRAVELSHED
- CONSTRUCTION PERMITS FOR MULTIFAMILY HOUSING



**NEW YORK CITY IS PART OF A STRONG, GROWING, AND CLOSELY CONNECTED REGION.** Since our founding, New York City has served as the economic core of the region, providing jobs, opportunity, and cultural destinations for tens of millions of metro area residents, who are well connected by rail and other forms of transit. In turn, New York City relies on the region to meet the city's housing needs by providing a broader range of housing types and price points than what is possible within the city. Increasingly, the economic relationship also works in reverse, as New Yorkers reverse-commute by rail and car to jobs in Westchester, Northern New Jersey, Long Island, and beyond. The region is anticipated to add millions of people and jobs in the next 30 years. Where and how we grow as a region will affect our ability to address housing affordability, broaden access to good jobs, and keep the region moving on increasingly constrained roadways and infrastructure.

New York City and surrounding counties, cities, and towns face similar challenges. Coastal communities are vulnerable to climate change and are struggling to adapt to sea-level rise.

Municipal leaders are focused on how to attract jobs, support small businesses, and prepare students for the changing economy. Health inequities — often defined by race and income — as well as the opioid crisis, are not limited to the city, nor are issues of community safety and poverty. The entire region depends on continuing investment in transportation and infrastructure.

Regional collaboration and partnership are essential to maintaining a strong region. Since 2015, the City has worked to strengthen relationships with our neighbors to align around common causes and share best practices. As we deepen these efforts, we will also advocate for policies that support responsible growth. For the region's long-term health, New York City alone cannot meet the housing needs of the region. Jobs and housing must grow in tandem throughout the region or we risk exacerbating the housing shortage and making the region unaffordable for the workforce we need to stay strong.

As New York City works to build a strong and fair future, both the city and the region benefit.

# BENCHMARKING NEW YORK CITY

**TODAY, MORE THAN HALF OF THE WORLD'S POPULATION** lives in cities, a share that is expected to surpass two-thirds by 2050. Amid this growth, New York City's competition is increasingly global. Cities around the world are growing rapidly, attracting talent and capital from a global marketplace. They are also innovating, rapidly adapting to new technology, new climate

realities, and new expectations for the role city governments should play in responding to global challenges. As a global leader in climate and technology, our peers look to us as a role model. New York City too must continue evolving if we are to meet the needs of New Yorkers into the future. How do we stack up today?

## Benchmark population and economic data for major urban regions around the world (based on U.N. urban agglomeration areas)

### TOTAL REGIONAL POPULATION IN MILLIONS

	LOS ANGELES	MEXICO CITY	NEW YORK CITY	RIO DE JANEIRO	LAGOS	JOHANNESBURG	BANGKOK	HONG KONG	TOKYO
1995	11.3	17.0	20.8	10.4	8.3	9.5	6.0	4.5	6.1
2015	12.3	21.0	22.7	12.9	10.3	10.8	13.1	9.4	7.3
2025	12.8	22.9	23.5	13.8	11.2	11.6	20.3	11.0	7.7

### RATE OF POPULATION CHANGE (%)

1995 to 2015	LOS ANGELES	MEXICO CITY	NEW YORK CITY	RIO DE JANEIRO	LAGOS	JOHANNESBURG	BANGKOK	HONG KONG	TOKYO
	41	105	46	106	107	66	393	365	209



### GROSS DOMESTIC PRODUCT IN BILLIONS OF DOLLARS

Latest Report	LOS ANGELES	MEXICO CITY	NEW YORK CITY	RIO DE JANEIRO	LAGOS	JOHANNESBURG	BANGKOK	HONG KONG	TOKYO
	404	197	778	94	511	171	131	83	307

### ANNUAL METRIC TONS OF CO2E\* PER CAPITA

Latest Report	LOS ANGELES	MEXICO CITY	NEW YORK CITY	RIO DE JANEIRO	LAGOS	JOHANNESBURG	BANGKOK	HONG KONG	TOKYO
	7.4	3.5	6.0	2.7	4.7	2.4	1.4	5.2	5.9
	2013	2014	2014	2012	2013	2014	2015	2013	2013

Sources: New York regional population is based on New York Metropolitan Transportation Council; World Cities Report 2016. United Nations Habitat Division / C40

Greenhouse Gas Protocol for Cities Interactive Dashboard 2019. C40 Cities

\*CO2e represents one unit mass of carbon dioxide (CO<sub>2</sub>) based on the global warming potential of the gas



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## WE FACE MOUNTING LOCAL AND GLOBAL CHALLENGES.

WHILE THE CITY'S STRENGTHS UNDERSCORE OUR DYNAMISM AND DIVERSITY, NEW YORK CITY HAS NOT BEEN SHIELDED FROM SIGNIFICANT CHALLENGES, BOTH LOCAL AND GLOBAL. IN MANY CASES, THESE CHALLENGES HAVE EXACERBATED LONG-SIMMERING TENSIONS AND UNRESOLVED INEQUITIES IN WEALTH AND INCOME. AT THE SAME TIME, WE ARE CONFRONTING THE IMPACTS OF A CHANGING CLIMATE, WHICH THREATENS OUR CITY AND WAY OF LIFE.

AS WE PLAN FOR THE NEXT 30 YEARS, WE MUST CONFRONT **6 CORE CHALLENGES**:

1. Rising Unaffordability
2. Economic Insecurity
3. Wealth and Health Disparities
4. A Climate Emergency
5. Failing Infrastructure and Shifting Needs
6. Threats to Democracy



## Challenge #1

### RISING UNAFFORDABILITY

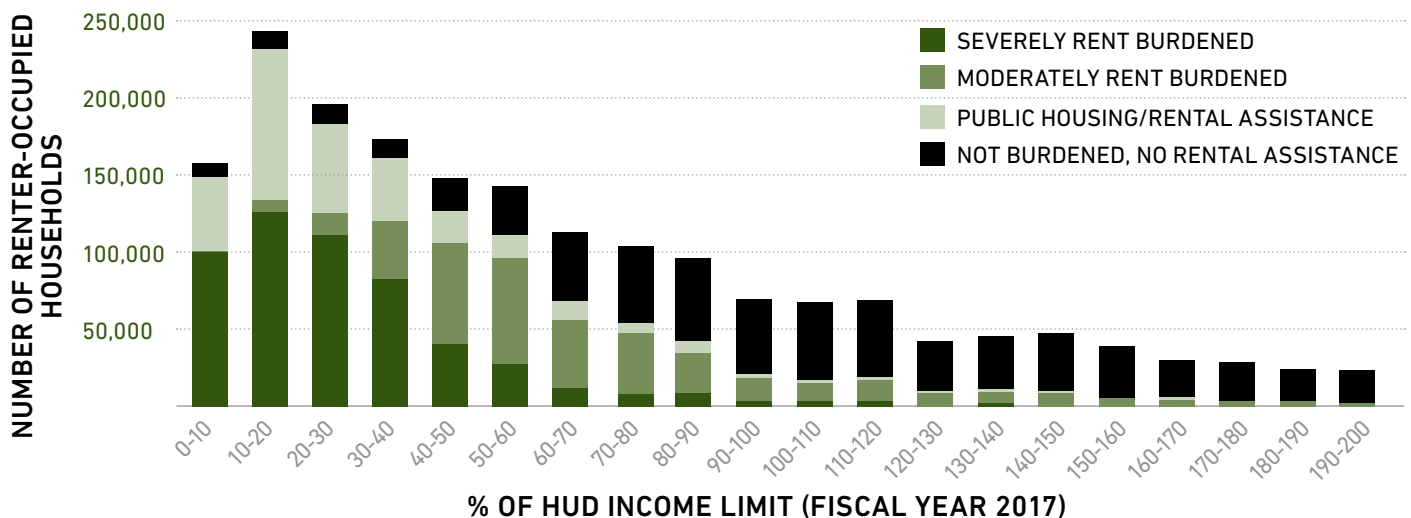
New York City is a magnet for people from around the country and the world. At the same time, we are naturally growing, as more New Yorkers are born every year than die. While this growth reinforces our diversity and fuels the economy, it also creates greater competition for the city's spaces and services, drives a need for more housing, and transforms neighborhoods. To ensure New York City remains a safe, welcoming, and exciting place that attracts a broad mix of people, we must make investments to proactively accommodate this growth. Otherwise the competition will only intensify, and the city will become increasingly unaffordable, particularly for our most vulnerable residents, including the elderly, low-income households, and immigrants.

Supplying more housing is key to affordability. Despite record construction of affordable housing since 2014, we face an acute housing shortage and rising rents in many neighborhoods. Overall housing development has not kept pace with the rising population and the number of people in need. Today, more than half of New Yorkers are rent burdened, spending more than 30 percent of their income on housing; more than a quarter are severely rent burdened, spending more than half their income on housing. The number of rent-burdened New Yorkers continues to grow.

**More than half of New Yorkers are rent burdened, spending more than 30 percent of their income on housing, and more than a quarter are severely rent burdened, spending more than half.**

#### RENT-BURDENED HOUSEHOLDS BY INCOME GROUP, 2017

Source: HPD



The impacts of the housing crisis are severe. Rent-burdened, low-income residents are forced to compromise on housing quality or overextend themselves to make ends meet. Some residents have been forced to leave New York, and many others who might otherwise consider moving here stay away. Businesses may struggle to attract potential employees, who have difficulty finding suitable housing they can afford. Rising rents also push out small businesses, many of which are family owned, as well as community organizations that can no longer find space. In an increasingly dynamic and rapidly changing environment, people and businesses often struggle to maintain their place.

To meet the demands of a growing population and economy, more housing units and commercial spaces are needed to ease pressure on the existing housing stock and stabilize and reduce rents over time. While it may appear as though New York is constantly building, housing construction over the last decade is lower than during past growth spurts, and is still making up ground from previous dips. In addition, while significant development has been concentrated in Manhattan and in the western portions of Brooklyn and Queens, more housing is needed in neighborhoods across the city, particularly in transit-rich neighborhoods that can support a larger population and more mixed-income rental housing, but where current land use rules restrict new construction, contributing to the rise in rents.

With a connected housing market, New York City cannot address unaffordability entirely on its own. Regional forecasts suggest that, collectively, our region might grow by more than 2 million people by 2040, which translates into about 40,000 new households a year. As the region's largest city, we must find ways to support our regional neighbors also working to address housing demand and accommodate the region's growth equitably.

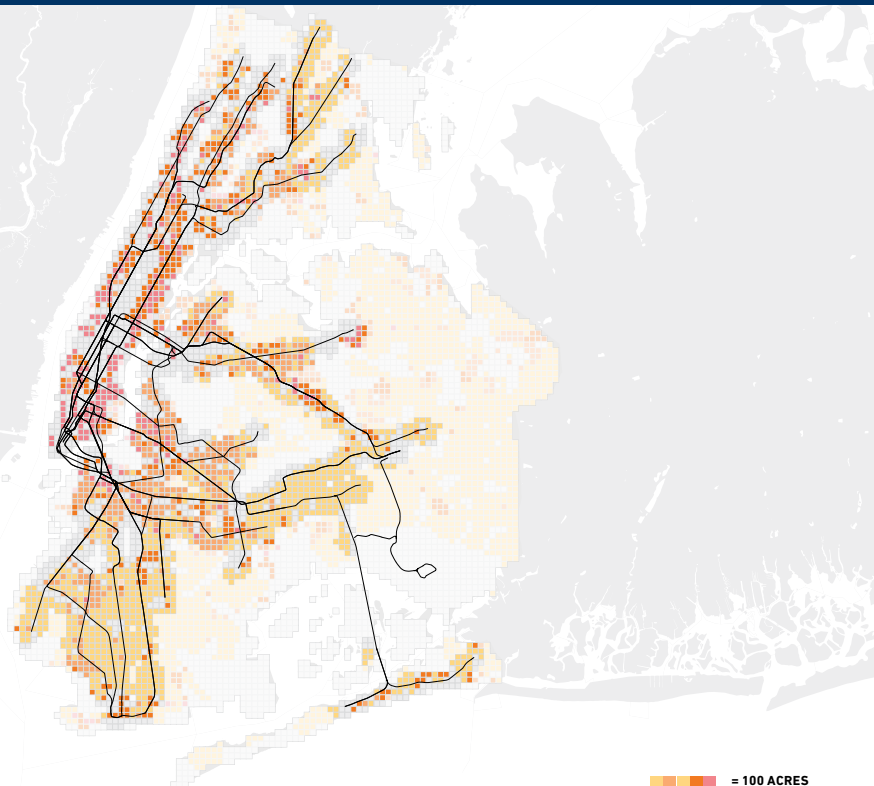
A growing population and economy are critical to addressing affordability, so we must leverage our strengths to close the affordability gap. If New York City becomes too expensive and out of reach for many residents, the benefits of living here will belong to only a small segment of the population. We would become a city that is less welcoming and less fair.

Nearly two-thirds of the land used for housing in New York City is for one- and two-family homes. Some of these neighborhoods have strong transit access.

CITY RESIDENTIAL LAND USE WITHIN A 15-MINUTE WALK OF A SUBWAY STATION

Source: PLUTO

- 1-2 FAMILY HOUSING
- MULTI-FAMILY WALK-UP HOUSING
- MULTI-FAMILY ELEVATOR HOUSING
- MIXED-USE COMMERCIAL & RESIDENTIAL BUILDINGS



## MAKING ROOM FOR MORE NEW YORKERS

**THE ROUGHLY 300 SQUARE MILES THAT COMPRISE** New York City house roughly 8.6 million people, support 4.5 million jobs, and allow us to learn, play, and build community. The city's density is key to this, and to our city's identity.

New York City has the highest population density of any major city in the United States, with more than 27,000 people per square mile. Density comes in many shapes and sizes, and creates thriving, mixed-use neighborhoods, where New Yorkers from different backgrounds live together and streets are filled with retail and community uses. It enables one of the largest transit systems in the world, which helps New Yorkers maintain the lowest per-person carbon footprint of any big city in the country. Density supports unparalleled cultural offerings, renowned schools and universities, and leading health care institutions. The city we enjoy exists because density contributes to a vibrant economy, a walkable city, and world-famous nightlife less dense cities simply cannot sustain.

New York City is also unique because it is the only large, old U.S. city that has grown far beyond its historical peak population – since 1970, we have added more than half a million new residents. This growth has been possible because of the strong infrastructure we inherited, and our ability to use it more efficiently and extend its capacity. Our capacity to grow is not infinite – we expect growth to slow as we approach and exceed a population of 9 million by 2050 – but as long as the city's economy and quality of life are strong, we can expect existing residents seeking to stay, and new immigrants wishing to move here.

As more people call New York City home, we will still have only 300 square miles of land. To accommodate our children and the next generation of newcomers, the City must find ways to use land more efficiently, and to make the key investments we need to grow both sustainably and equitably. Without finding places to locate more housing, we would be unable to provide options for all the people searching for a place to live every year, forcing increasing competition for existing housing and leading to rent hikes. Many New Yorkers unable to afford these increased housing costs would be displaced and the city will become more unwelcoming and less fair.

Making room for additional residents can occur in many ways, suited to the needs of different neighborhoods and the capacity of our transportation and other infrastructure. Today it consists of duplexes in Elmhurst, mid-rises in Bedford-Stuyvesant, and towers in Murray Hill. Looking ahead to future growth, high-density, transit-rich neighborhoods can add more residents through innovative building practices such as micro-units. Lower-density neighborhoods can support growth through incremental additions to the housing supply, such as East New York's pilot basement apartment program, or through zoning changes to allow for multifamily housing near transit. As we plan for more mixed-use projects in the boroughs, we will bring not only new housing but also jobs and services closer to new population centers.

As we strive to become a strong and fair city, we must continue to find ways to accommodate this growing family and leverage the benefits of our density and dynamism to protect our city's legacy.







## Challenge #2 ECONOMIC INSECURITY

The city's economy is evolving in parallel with global trends, creating unrivalled opportunities for new businesses and jobs. Yet this boom also raises questions about unequal access to prosperity and social mobility, and how to ensure everyone benefits from economic growth.

Overall, poverty and unemployment are down and earnings are up, and the hallmarks of a robust economy—economic output and productivity — are rising. Still, many New Yorkers are excluded from this boom and face economic insecurity. Wages for low- and middle-income earners have not risen at the same pace as the economy as a whole. The top 0.1 percent of New Yorkers by income, in aggregate, earn four times more than the bottom 50 percent, while more than 40 percent of New Yorkers live in or near poverty. And slow wage growth and the rising cost of living threaten to displace New York's middle class.

The changing nature of work, if not properly managed, has the potential to worsen insecurity. At least 400,000 New Yorkers are full-time freelancers, working across industries as home health aides, for-hire drivers, graphic designers, hospitality professionals,

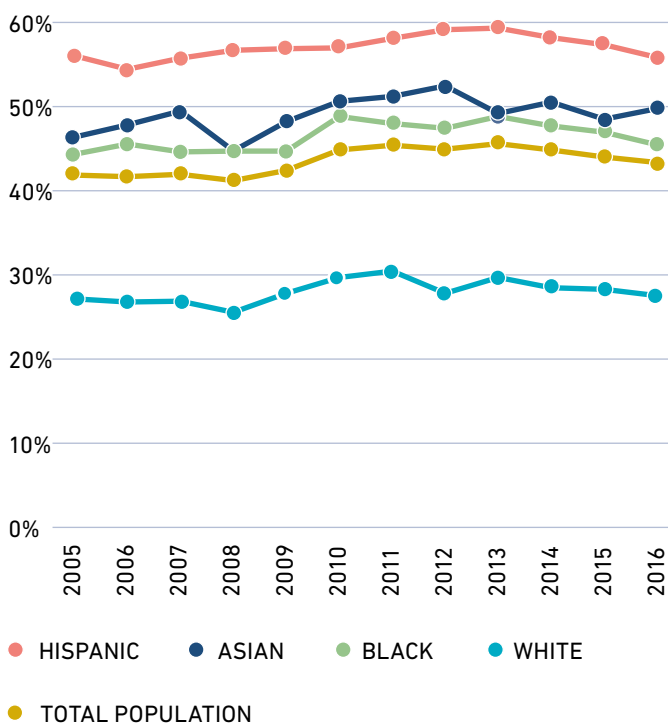
and the like. This number is expected to increase, especially in service sectors, with the growth of app-based hiring. This gig economy brings flexibility and autonomy to independent workers, but also creates challenges around job stability, financial security, and access to health and other benefits.

As a center of tech innovation, New York City has an opportunity to lead in developing 21<sup>st</sup>-century employment models that reward hard work while embracing productivity gains. This is especially important amid trends toward automation that by some estimates could impact up to 40 percent of jobs, requiring workers in many fields to develop new skills. This is already being felt in the manufacturing sector, retail occupations, and back-office operations of major financial firms. The greatest risk of displacement is to low-barrier, low-skill jobs that are predominantly held by New Yorkers with the least financial security.

Preparing the workforce for the 21<sup>st</sup> century by expanding economic opportunities, developing skills and digital literacy, raising wages, and increasing protections for workers across industries will contribute to economic security for all New Yorkers. Without these efforts, more and more New Yorkers will find it increasingly difficult to make it here.

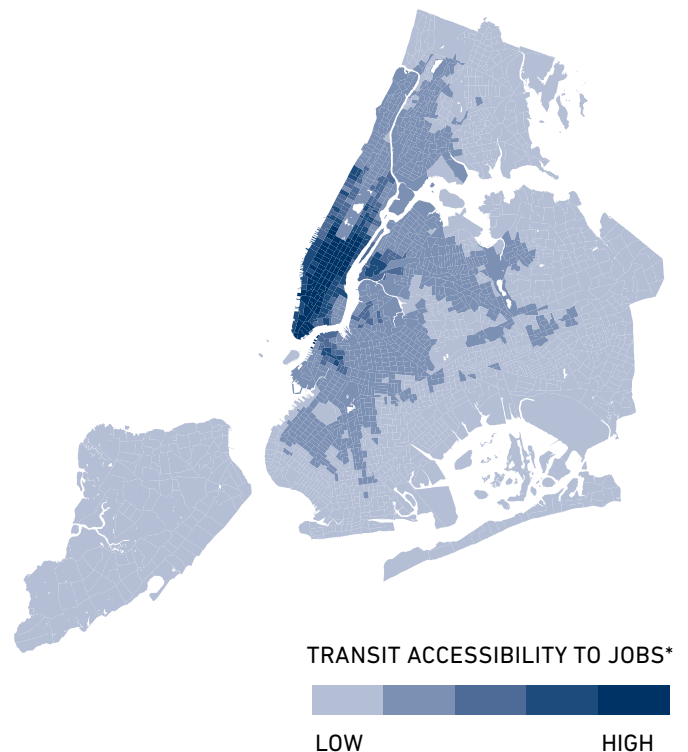
Poverty and near poverty rates have only begun to return to pre-Recession levels, and remain higher among New Yorkers of color.

Source: NYC Opportunity

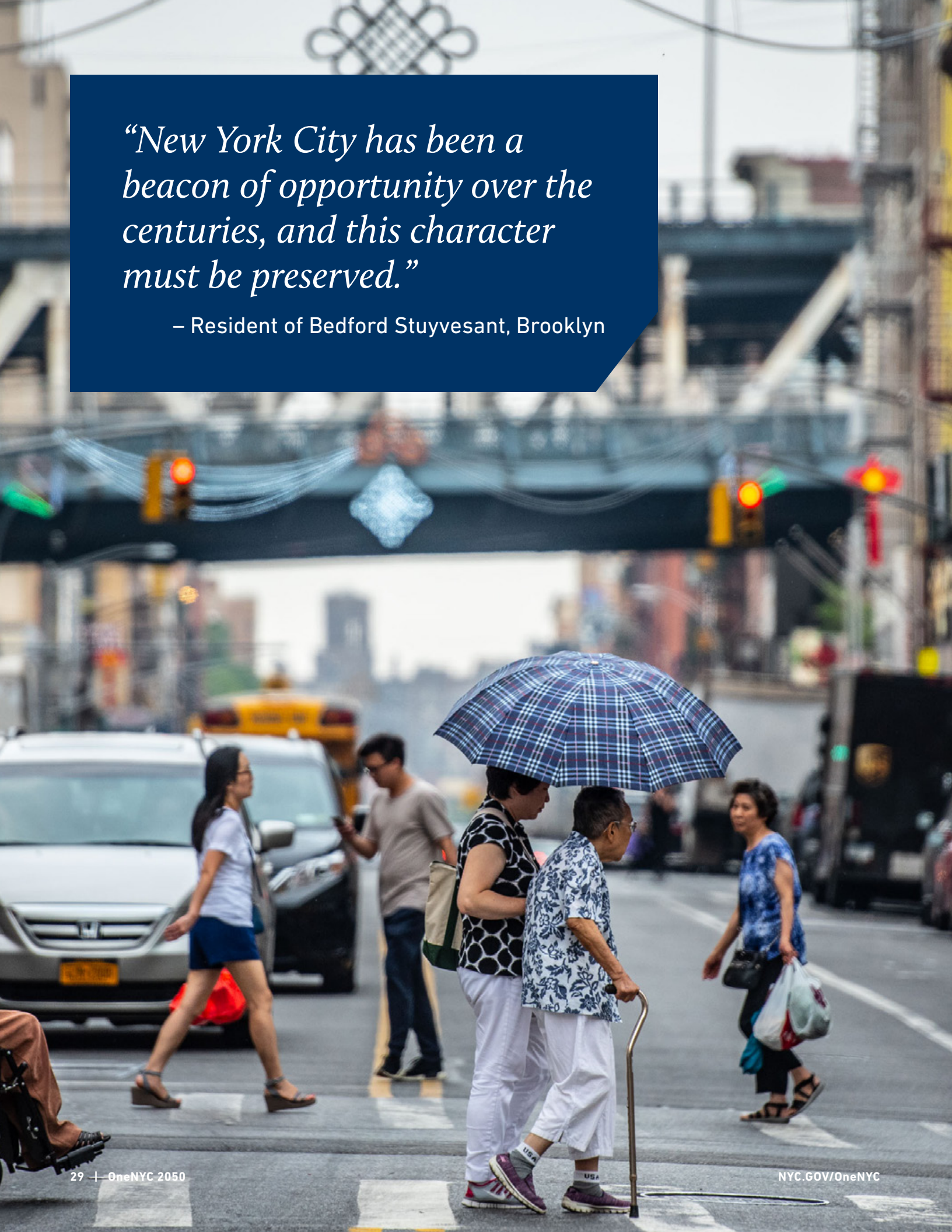


While transit access to jobs is highest in Manhattan, job centers have grown in downtown Brooklyn and Long Island City.

Source: DCP



\*Index of number of jobs and accessibility by public transit or walking within 60 minutes

A photograph of a busy New York City street. In the foreground, several pedestrians are crossing the street. A man in a patterned shirt and white pants is walking with a cane, holding a blue and white plaid umbrella. A woman in a white shirt and blue skirt is walking to the left. A man in a grey shirt is looking at his phone. A woman in a blue patterned shirt is walking to the right. In the background, there are cars, a yellow school bus, and a bridge with traffic lights. The sky is overcast.

*“New York City has been a beacon of opportunity over the centuries, and this character must be preserved.”*

– Resident of Bedford Stuyvesant, Brooklyn



### Challenge #3

## STUBBORN WEALTH AND HEALTH INEQUITIES

The legacy of segregation and racist policies continues to cast a shadow over New York City. Persistent inequalities in wealth and income, as well as health and education, are inextricably linked and underscore the reality that New Yorkers have not benefited equally from the city's prosperity, both in the past and today, requiring even stronger action by the City to promote equity.

The gaps are starkest when viewed through the lens of race and gender. In fact, while the gender pay gap in New York is comparatively lower than nationally, women — and women of color in particular — continue to face significant inequity. In 2016, black women working full-time in New York City made 57 cents for every dollar paid to white men; over a 40-year career, the median full-time working Hispanic woman in New York City loses \$1.5 million in earnings due to the gender wage gap. While unemployment has fallen dramatically for all groups since the last recession, it remains significantly higher for black and Hispanic workers; as of 2017, the average black worker in New York City was twice as likely to be without work than a comparably educated white New Yorker.

The disparities in wealth between white and nonwhite households are even greater. Nationally, the median wealth of white families is more than \$100,000, while black median wealth hovers around \$10,000. This divide has deep, long-term implications. When black children become adults, they are far less likely than their white counterparts to get financial help from their parents for higher education — a disparity that has financial consequences over the course of the adult child's life, reinforcing inequities across generations.

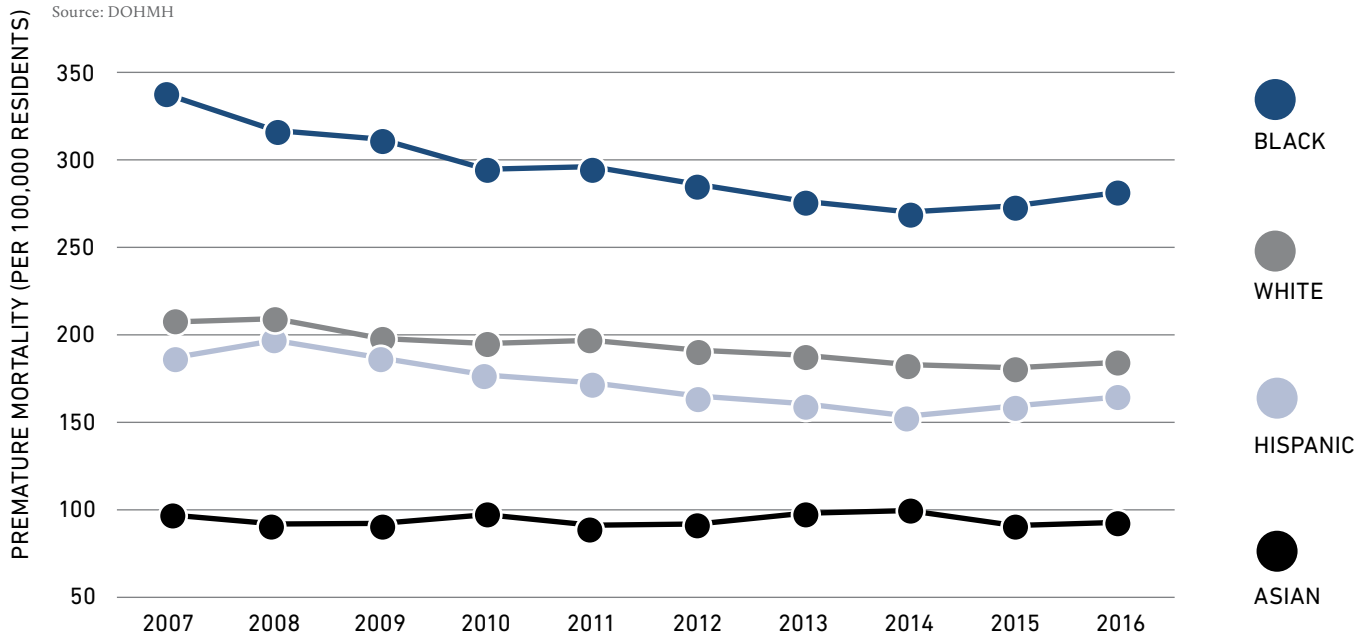
Inequities in New York City are reinforced by segregated neighborhoods. Only one in four New Yorkers lives in a racially integrated neighborhood, and segregation, inequities in neighborhood conditions, environmental injustice, and economic disparities all contribute to unequal health outcomes. Rates of premature mortality and infant mortality are twice as high among black New Yorkers than the citywide average. Life expectancy in East Harlem, where residents are predominantly black and Hispanic and poverty is more prevalent, is 8.6 years shorter than on the Upper East Side just a few blocks south, a predominantly white community with lower poverty. New York City has the highest disparity in exposure to air pollution between people of color and white people, a contributing factor to heart and respiratory disease.

New York City's schools also grapple with the legacy of segregation and unequal policies. Though black and Hispanic students make up nearly 70 percent of New York City's public school system, in 2019, just over 10 percent of students admitted into the city's eight specialized high schools were black or Hispanic. Moreover, the quality of education varies widely across the city, with students in economically disadvantaged households performing worse than their peers. Nearly three-quarters of all New York City public school students live in poverty.

Addressing persistent inequities in income, wealth, education, and health is necessary in order to bring living standards across the city in alignment and provide equal opportunity to all New Yorkers. Without both an economic system that promotes equitable growth and a concerted effort to improve services and access to care in historically neglected communities, New York City will fail to overcome the "tale of two cities" narrative that has plagued us for decades.

### Wealth and health inequities contribute to higher rates of premature mortality among black New Yorkers.

Source: DOHMH



## WE ARE A DIVERSE YET SEGREGATED CITY.

Despite New York City's plurality, the city remains divided. Fifty years after the federal Fair Housing Act, which prohibited racial discrimination in housing, came into effect, many neighborhoods across New York City are still segregated along racial lines. These divisions reinforce inequalities in our schools, health care, access to opportunity, civic engagement, and other aspects of our day-to-day lives.

### OUR DIVIDED NEIGHBORHOODS SHAPE OUR LIVES. EXPLORE MORE IMPACTS ELSEWHERE IN OneNYC 2050:

**IN AN INCLUSIVE ECONOMY**, see how the City is investing in job growth to address unequal access to economic opportunity related to race and geography.

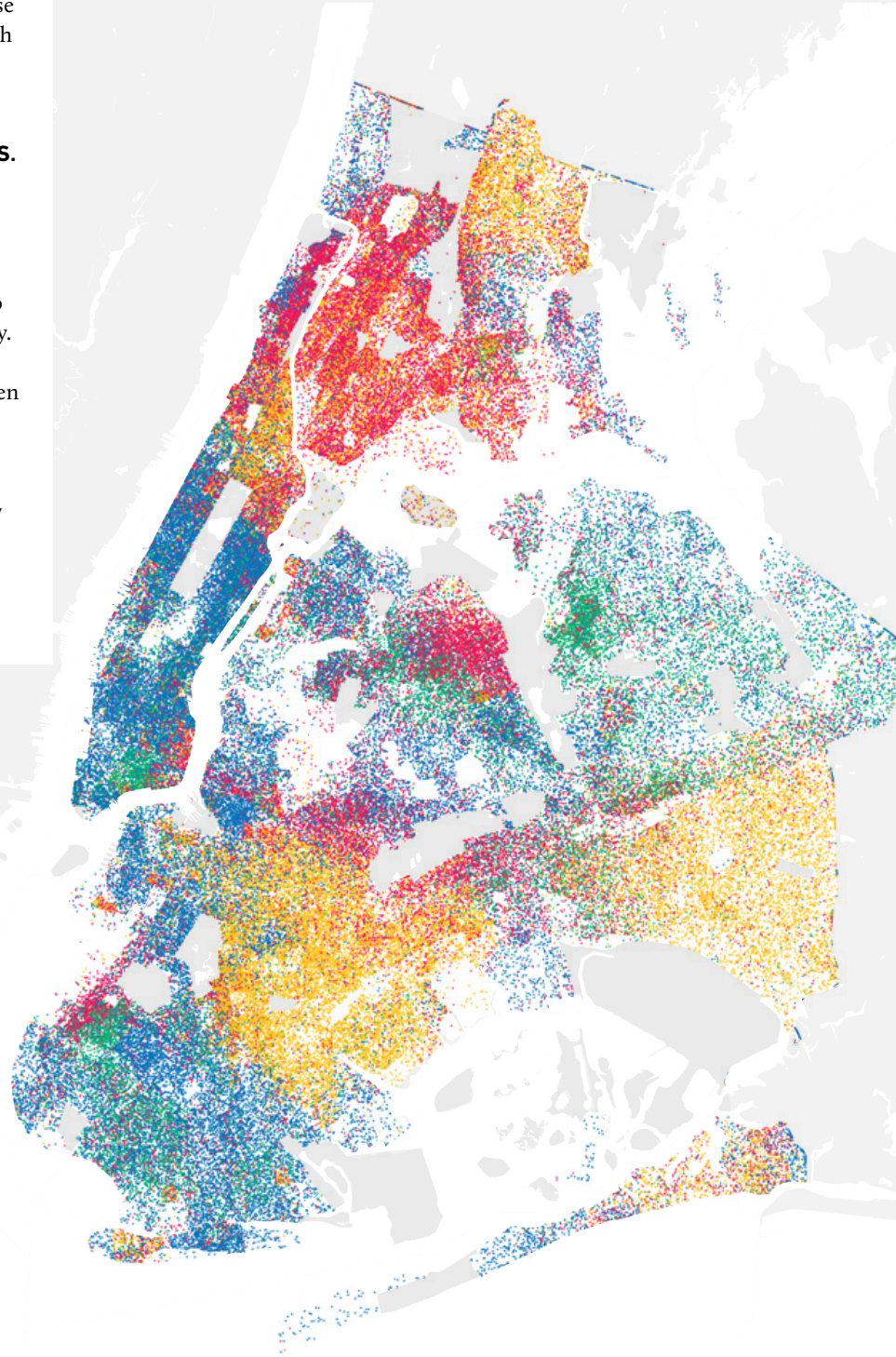
**IN THRIVING NEIGHBORHOODS**, see how rent burden impacts New Yorkers across neighborhoods and by race/ethnicity.

**IN HEALTHY LIVES**, see how race impacts mortality rates across neighborhoods.

Source: Census Bureau Decennial Census, ACS 5-Year 2017

EACH DOT REPRESENTS 50 NEW YORKERS

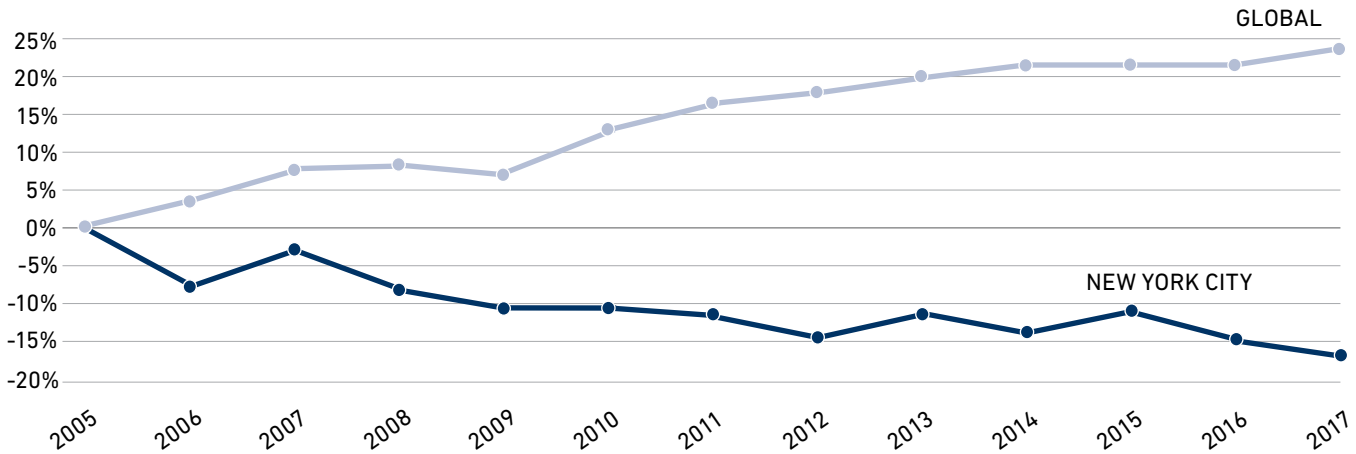
- Hispanic
- Asian
- White
- Black
- Other



While New York City has made strides to achieve a reduction in greenhouse gas emissions, global emissions continue to rise, putting New Yorkers at risk.

#### CHANGE IN GHG EMISSIONS, 2005-2017

Source: Mayor's Office, International Energy Agency



#### Challenge #4 A CLIMATE EMERGENCY

Our climate is changing, and the impacts — bigger storms, higher seas, more intense heat waves — pose a threat to our economy, ecosystem, infrastructure, public health, and way of life. It is already having an impact on a national and global level and on our city's streets and neighborhoods. Extreme heat is now the number one cause of mortality from weather conditions, and extreme storms can be ruinous. When Hurricane Sandy landed in 2012, it killed 44 people and caused \$19 billion in damage in New York City alone. If we don't act now, we will see major disruptions to the global food supply, mass migrations as regions become uninhabitable, declining biodiversity, and unpredictable impacts on our economy and way of life.

The cause is clear: Burning fossil fuels is the largest contributor to human-caused climate change. Unfortunately, climate change is a national emergency without a national policy, and efforts to curb fossil fuels and GHG emissions have been stymied by federal actions as well as federal inaction. Equally troubling, a decades-long campaign of deception and denial by fossil fuel companies has tried to mislead policymakers and the public, delaying the transition away from fossil fuels. Climate change is an emergency, and we must mobilize now if we hope to avoid catastrophic impacts.

Let's look at the science: On our current trajectory, global temperature increases of 4.7 to 8.6 degrees Fahrenheit are anticipated by 2100. This will directly impact all New Yorkers.

By 2050, without adaptation, more New Yorkers will die each summer from intense heat. At the same time, greater dependence on air conditioning will place heightened demand on the city's electrical grid, increasing the chances of larger and longer blackouts in summer months and leading to infrastructure outages and spoiled food and medicine stocks. It will also impact our ability to meet renewable energy targets, and heighten risk for the elderly and other populations especially vulnerable to heat-related illnesses.

High tides will cause flooding twice a day in some coastal communities, and permanent inundation in others. Without added protections, severe storms could put most of Coney Island, the Rockaway peninsula, Hunts Point, Throggs Neck, East Harlem, and the East Shore of Staten Island under water. In New York City, climate change will have increasingly severe consequences for our health, our economy, and our quality of life, with a disproportionate burden falling on the city's most vulnerable populations and communities.

New York City, because of its density and public transportation system, has long had a smaller per capita carbon footprint than any other big city in the United States — and we have made significant progress reducing GHG emissions over the last decade, using new technologies and innovations to get us there. The City has assumed a leading global role in fighting climate change, and the actions we take can become a national and global model. However, the lack of commitment by the federal government to the Paris Agreement has placed New York and the world in a precarious position. Time is running out.





CLIMATE SIGNALS WAS A PUBLIC ART INSTALLATION BY JUSTIN BRICE GUARIGLIA, PRESENTED BY THE CLIMATE MUSEUM IN PARTNERSHIP WITH THE MAYOR'S OFFICE.

Source: Lisa Goulet



Challenge #5

**FAILING INFRASTRUCTURE  
AND SHIFTING NEEDS**

New York City’s greatness, and its livability, are directly tied to our physical infrastructure, from the world’s most extensive subway and bus system to the intricate network that conveys drinking water from hundreds of miles away. Most of this infrastructure was built more than a century ago, and today large segments are in desperate need of repair due to decades of disinvestment. Without new funding and upgrades, the essential systems that connect New Yorkers to their communities, jobs, local businesses, and schools — and that are essential to meeting our climate impact goals — will continue to deteriorate. And as we look to the changing needs of the 21<sup>st</sup> century, we must also address the need for new digital infrastructure, public health resources to fight infectious disease threats, and resiliency to cyber-attacks and other threats.

Getting around New York City is increasingly frustrating. Subways are chronically underfunded, leading to declining reliability and frequent disruptions. Buses are often stuck on traffic-clogged streets. This forces New Yorkers to find alternative and often costlier transportation, such as for-hire vehicles that — together with the proliferation of vehicles making online retail deliveries — worsen congestion, reduce the efficiency of above-ground transit, such as buses, and contribute to air pollution and the city’s carbon footprint.

Major repair and expansion projects remain underfunded due to a lack of federal support. This includes Gateway, a critical replacement rail-tunnel system connecting Manhattan with New Jersey that is one of the most important infrastructure projects in the country. The regional economy would grind to a halt in the event of a tunnel shutdown, causing \$16 billion in economic damage over an estimated four-year repair cycle and impacting millions of lives, according to the Regional Plan Association.

New York City’s sewer mains are on average 85 years old, water mains are 70 years old, and our electric grid dates back to the 1920s. One out of every 10 bridges and tunnels is structurally deficient. These deteriorating systems cause costly and dangerous leaks and outages that impact residents and businesses. To restore public housing, the New York City Housing Authority (NYCHA) estimates total capital needs of \$32 billion, following decades of federal spending cuts. This disinvestment has severely hurt public housing residents, who face unreliable heat in winter as well as long wait times for repairs.

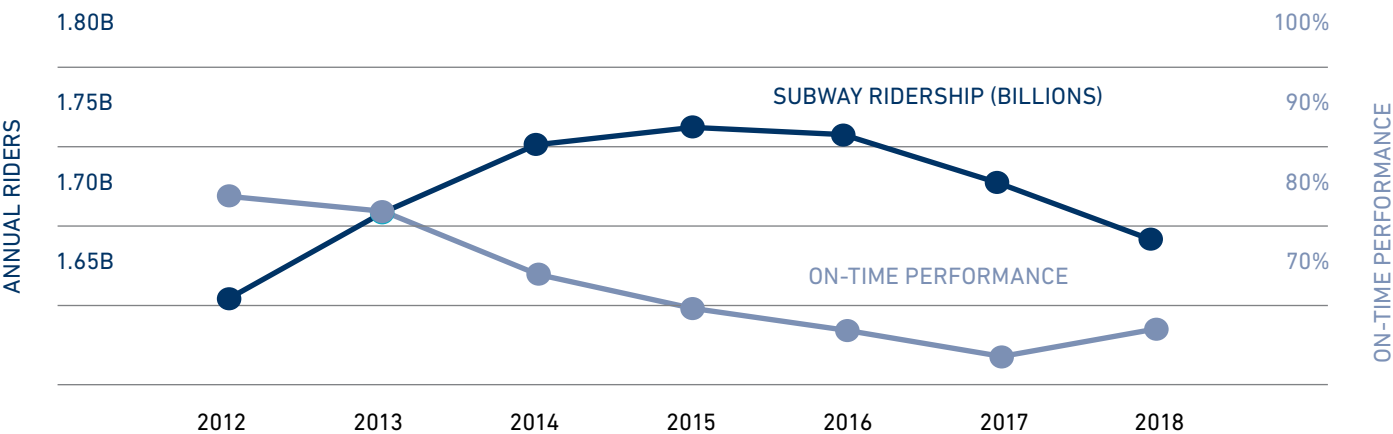
Our modern infrastructure is not much better: Nearly one-third of all New Yorkers do not have access to high-speed broadband internet at home, creating a digital divide that impacts economic opportunity and quality of life. To be competitive in the 21<sup>st</sup> century requires a population that is digitally literate and prepared for jobs in the burgeoning tech sector. At the same time, cyber-attacks pose an increasing risk. In 2016, hackers targeted companies in the financial services sector more than any other. As hackers become more sophisticated, and the city’s digital footprint increases with ever-more data, platforms, and systems, New York City — and our position as a global economic center — requires forward-thinking investment to leverage the power of technology to keep New Yorkers and our economy safe.

We also face strains on our public health infrastructure. New York City is uniquely at risk of an infectious disease emergency, given the city’s density, crowded mass transit systems, and role as an international travel hub.

New York City can no longer put off massive investments to modernize our critical physical systems, leverage smart city tools, meet the evolving needs of digital connectivity, and protect the city against disease and cyber-attacks. If we don’t identify ways to invest in 21<sup>st</sup> century infrastructure sustainably, we risk ceding our global competitiveness and worsening quality of life and inequity.

Since 2012, on-time performance for MTA subways has decreased by 25% and ridership has dropped off.

Source: MTA



## Challenge #6

### THREATS TO DEMOCRACY

The rise of nationalism and intolerance both in the United States and globally breeds distrust in public institutions, creates divisions in our communities, and undermines democratic principles.

Organized displays of intolerance are not welcome in cities such as New York that embrace immigrants, celebrate diversity, and encourage the free exchange of ideas. Yet we are not immune to this phenomenon. The number of immigrants deported from the city without criminal convictions has risen by 265 percent since 2016 — the largest increase in the country — while many New Yorkers have been impacted by travel bans and other anti-immigrant policies.

Just as importantly, the culture of political partisanship and dysfunction in Washington, D.C. has undermined trust in civic institutions nationally, and discouraged members of the public from participating in public processes — a necessary condition for our democracy to function. According to a 2018 Pew report, only 18 percent of Americans today trust the government to do the right thing. In New York City, low voter turnout limits representation in City government. Millions of New Yorkers are not able to vote at all because of their immigration status or criminal background.

Residents report a widespread feeling that the government is not listening to their voice, or their needs, especially in communities historically left out of City decision-making.

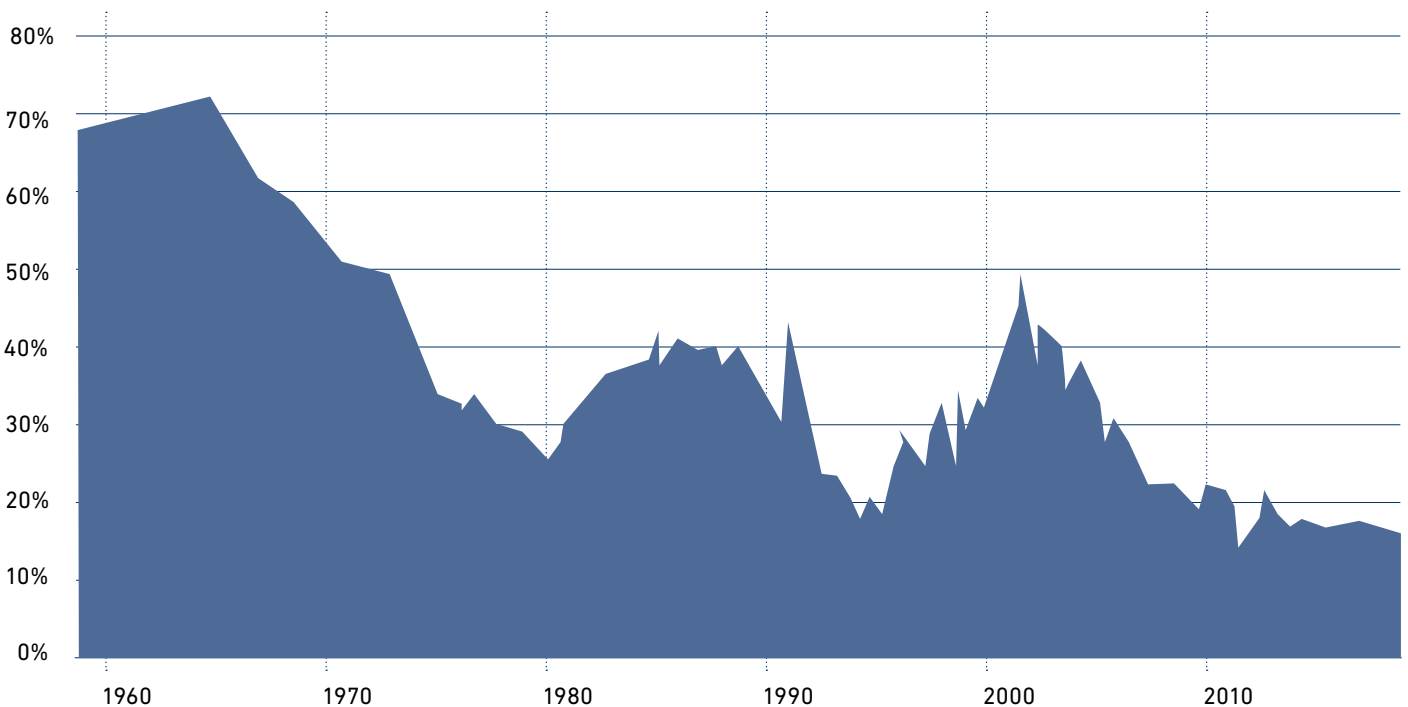
Recent federal actions have also undermined global diplomacy, which is critical to creating more democratic societies around the world. The Trump Administration's disavowal of international institutions and skepticism of global agreements have sparked trade wars that have created uncertainty in global markets and reduced the nation's standing among key allies. And its hostility toward acknowledging the reality of a changing climate has weakened our country's global leadership role while exacerbating the risks posed by climate change. Meanwhile, anti-democratic, authoritarian regimes have risen to power in many countries and gained global influence.

Amid this changing global context, cities such as New York must play a more prominent role in global affairs. Cities are in a position to call out reactionary trends, and New York City in particular — with our history of tolerance and progressive ideas, as the host city to the United Nations and countless other international organizations, and our unmatched global connectedness — can take the lead in defending democratic values and reenergizing the public's faith in democracy.

Nationally, public trust in the government remains at a near record low. Only 18 percent of Americans today trust the government to do the right thing.

#### PUBLIC TRUST IN GOVERNMENT, 1958–2017

Source: Pew Research Center







## HOW WE GOT HERE

**THE CITY WE KNOW TODAY IS THE RESULT OF POLICY DECISIONS MADE LONG AGO THAT CONTINUE TO INFLUENCE THE WAY WE LIVE NOW. TO PLAN FOR THE NEXT 30 YEARS, WE MUST FIRST UNDERSTAND THE HISTORY OF NEW YORK CITY AND HOW, FOR DECADES, SOME POLICIES SUCCESSFULLY MOVED THE CITY FORWARD WHILE OTHERS PERPETUATED SYSTEMS OF INEQUALITY.**

New York City has long been a cauldron of political expression and self-determination, from women-led abolitionist and suffragist societies to settlement houses and labor unions. Some 20,000 women and children shirtwaist workers went on strike in 1909 to protest poor working conditions in the garment industry. The Urban League was formed in 1911 as a response to the lack of economic opportunity for black men in New York City, which had the largest African-American population of any city outside of the South.

New York City was home to civil rights pioneers such as Dorothy Height, Paul Robeson, and Bayard Rustin; political pioneers such

as Adam Clayton Powell Jr., Percy Sutton, and Shirley Chisholm; and Black Nationalists such as Malcolm X. New York City is where the Young Lords coined the term “Latino” in their 13-Point Program and Platform around health care, sanitation, and education. New York City is where the gay rights movement began and found its voice, following the Stonewall uprising. New York City is where Dorothy Day founded the Catholic Worker social justice movement, and Ai-jen Poo founded the National Domestic Workers Alliance and passed the nation’s first Domestic Workers Bill of Rights in 2010.

Postwar New York City helped define America’s modern middle class. Co-op City in the Bronx created a new model for homeownership for middle-income earners. The public health care system was redefined with the creation of the NYC Health and Hospitals Corporation, now NYC Health + Hospitals, in 1969. The City University of New York created an affordable postsecondary education opportunity for all New Yorkers, and today lifts almost six times as many low-income students into the middle class as the Ivy Leagues, Duke, MIT, Stanford, and the University of Chicago, combined.

**WE MUST ALSO ACKNOWLEDGE THAT MANY OF THE CHALLENGES WE FACE TODAY REFLECT THE LEGACY OF RACIST AND OTHERWISE UNJUST POLICIES.**

While the city was founded on principles of tolerance and inclusion, our history has seen extreme exclusion and race-based violence. Native Americans were terrorized by early Dutch and British settlers; slavery was legal until 1827 with devastating consequences; and Irish, Italian, Jewish, and Chinese immigrants faced nativist violence throughout the 19<sup>th</sup> century.

Still in the 21st century, policies and practices based on institutionalized racism led to an unfair distribution of resources across the city. While not unique to New York City, they left a deep legacy of inequity. Redlining deprived communities of color access to federally backed home loans, creating segregated neighborhoods upheld by public policy. Urban renewal projects displaced thousands of people, mostly communities of color, to make way for highways, housing projects, and civic centers, while unequal siting decisions subjected poor communities to increased pollution. The city’s fiscal and economic decline in the 1970s led to disinvestment and a spate of fires in low-income communities of color. In the 1980s, the War on Drugs approach to reversing the crack epidemic led to the disproportionate incarceration of young people of color and resulting disruption of young families. The police department’s use of stop-question-and-frisk in the 2000s and early 2010s was disproportionately borne by communities of color.

Our lives have also been shaped by national and global forces. Decades of disinvestment in urban communities — reflected in declining federal spending on public transit, public housing, and community development — have disproportionately impacted New York City and starved our city of the resources necessary to keep housing and infrastructure in good repair. Tax cuts implemented in the 1980s launched decades of austerity



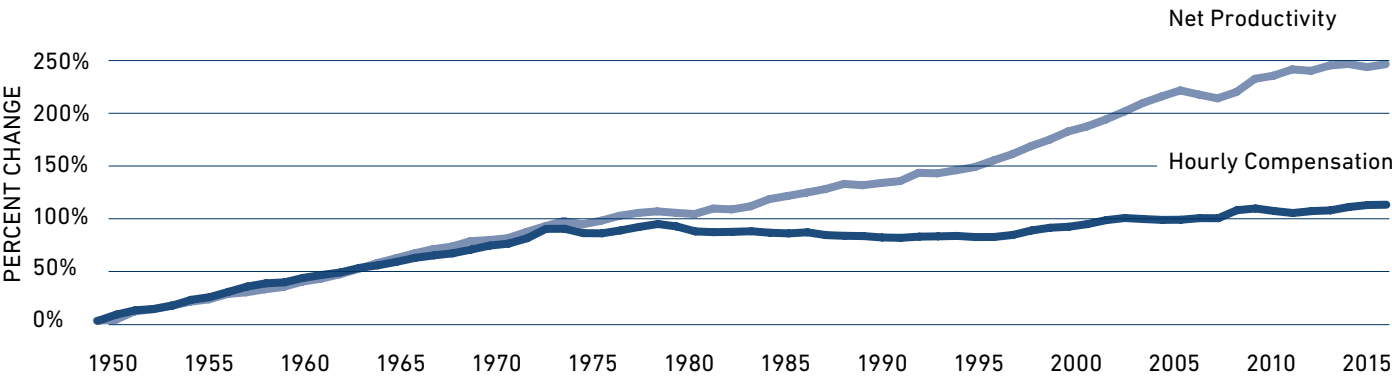
budgeting that reduced spending on public services and benefits, disproportionately impacting lower- and middle-class Americans. Decades of denial and deception by fossil fuel companies and a rejection of climate science in Washington have made us reliant on fossil fuels for far longer than necessary, and we have only begun to reduce our dependence and respond to climate change. While national productivity has continued to rise, systems of inequality, a lack of worker bargaining power, dwindling union strength, and greater consolidation of wealth among the few, have prevented wages from rising at the same pace.

Just as consequentially, for too long past City leaders failed to acknowledge these injustices and their lingering effects. to acknowledge these past injustices and their lingering effects. We must name these injustices in order to overcome them.

**ONENYC 2050 CONFRONTS THE MOST PRESSING ISSUES FACING NEW YORKERS TODAY WITH THIS HISTORY IN MIND, KNOWING THAT THE DECISIONS WE MAKE AND HOW WE RESPOND TO CHALLENGES AT HOME AND ON THE NATIONAL AND GLOBAL STAGE WILL AFFECT THE LIVES OF MILLIONS FOR YEARS TO COME. AT THIS MOMENT, WE HAVE A UNIQUE OPPORTUNITY TO HONOR OUR HISTORY AND REJECT INJUSTICE, IN ORDER TO BUILD A STRONG AND FAIR CITY FOR FUTURE GENERATIONS.**

Wages have not kept pace with national productivity gains due to systems of inequality, dwindling union strength and worker bargaining power, and greater consolidation of wealth.

Source: Economic Policy Institute





# HOW NEW YORKERS SHAPED OneNYC 2050

## MORE THAN 16,000 NEW YORKERS' VOICES SHAPED THE VISION AND PRIORITIES THAT MAKE UP ONENYC 2050.

Residents from every neighborhood attended community forums, took our public survey, and spent a few minutes with our team at their greenmarket or cultural events, and other venues to let us know what works — and what doesn't — and what they want for the city of the future.

A few themes stood out almost everywhere. Public transit is in a state of emergency, as delays and rising fares affect quality of life on a daily basis. Rising housing costs are making it harder to get by for New Yorkers of all income levels, with the greatest burden on New Yorkers living in or near poverty. The city's economy may be strong, but many New Yorkers feel left behind and want to see investments that support working people and small businesses rather than those already at the top.

Other issues affect some communities more than others, but are no less critical to our city's future. Sandy-impacted areas such as the Rockaway Peninsula and Red Hook stressed the urgent need to address climate change and protect against future storms. Northern Queens and the Central Bronx sought greater support for immigrants. Communities with higher shares of young children urged more investment in our public schools.

These collective sentiments — from residents of all backgrounds, in all boroughs — guided the vision, priorities, and specific initiatives highlighted in this long-term strategy.

## ONENYC OUTREACH AT A GLANCE

**14,000+**

SURVEY RESPONSES BY WEB, TEXT, AND IN-PERSON

**26 REGIONAL OFFICIALS**

FROM NEIGHBORING CITIES AND COUNTIES CONVENED TO GUIDE REGIONAL PRIORITIES

**3.6 MILLION DIGITAL IMPRESSIONS**

VIA TWITTER, FACEBOOK, EMAIL, AND LINKNYC CAMPAIGNS

MATERIAL DISTRIBUTED AT

**60 LIBRARIES**

AND TO 300,000+ CITY EMPLOYEES

**2,400 PEOPLE ATTENDED 50+ IN-PERSON EVENTS**  
ACROSS ALL FIVE BOROUGHES, INCLUDING:

**27**

POP-UP EVENTS  
AND COMMUNITY  
MEETINGS

**13**

SMALL-GROUP  
DISCUSSIONS AND  
SPEAKING ENGAGEMENTS

**4**

YOUTH TOUR VISITS  
TO JUNIOR HIGH AND  
HIGH SCHOOLS

**9**

ADVISORY BOARD  
AND WORKING GROUP  
MEETINGS



# WHO WE HEARD FROM

Inclusiveness is integral to effective planning. As important as data analysis and policy experts are, only broad-based public engagement can reveal how different communities experience New York City and how they want to see their city evolve over the next 30 years. Over seven months, OneNYC sought out diverse voices from all corners of New York City and, recognizing systemic barriers to participation, incorporated input from a broad mix of stakeholders.

SEPTEMBER 2018

## LISTEN

### ONENYC SURVEY

More than 14,000 New Yorkers participated in the OneNYC survey, submitting responses online, by text and social media, and on paper surveys distributed at public events, in 11 languages. Trends and comments from the survey informed all aspects of OneNYC. (See results on the following page.)

### 5-BOROUGH TOUR

We met in person with more than 2,400 New Yorkers representing a cross-section of residents, small business owners, youths, seniors, and advocates. This “5-Borough Tour,” ranging from pop-up events to small-group discussions at community spaces, focused on neighborhoods under-represented in our survey and were essential to build our understanding of local issues and gather input on evolving priorities.

JANUARY 2019

## TEST

### ADVISORY BOARD

The OneNYC Advisory Board helped shape our priorities. The 39-member board represents all five boroughs and the global community, and is a mix of civic and community leaders, advocates, elected officials, and policy experts. Board meetings helped shape our understanding of global trends and gave us insight local challenges. Working groups focused on climate, transportation, civic, and workforce issues, inviting 110 participants from nonprofits and City agencies to workshop new approaches.

### REGIONAL COLLABORATION

Twenty-six senior officials, from cities and counties in Northern New Jersey, Long Island, Western Connecticut, and Westchester, Putnam, and Rockland Counties gathered for an interactive workshop on shared regional challenges such as housing, jobs, transportation, and climate change, identifying ways New York City and our regional partners can build on our work together to address shared regional needs.

MARCH 2019

## CREATE

### NETWORK PARTNERS

To spread the word about OneNYC, a network of partners distributed informational materials at locations in all five boroughs, including public libraries, senior centers, small business resource centers, and LinkNYC kiosks.

### AGENCY PARTNERS

OneNYC reflects the work of dozens of City agencies, many of which have conducted major public outreach efforts over the last four years and meet regularly with community and issue-area stakeholders to shape policies.

APRIL 2019

## ACT

Approximately 60% of all survey respondents identified housing or transportation as one of the most important issues New York City faces.

PERCENTAGES REFLECT THE SHARE OF RESPONDENTS WHO SELECTED THAT ISSUE AS ONE OF THE MOST IMPORTANT ISSUES NEW YORK CITY FACES.

#### HOUSING

61%

#### TRANSPORTATION AND INFRASTRUCTURE

57%

#### JOBS AND ECONOMIC SECURITY

42%

#### EDUCATION

38%

#### PUBLIC SAFETY

29%

#### HEALTH CARE

28%

#### CLIMATE CHANGE

19%

#### ENVIRONMENT

17%

#### IMMIGRANT RIGHTS

13%

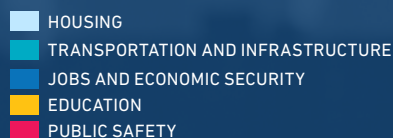
#### TECHNOLOGY

6%

#### SOMETHING ELSE

12%

#### MOST IMPORTANT ISSUES TO NEW YORKERS

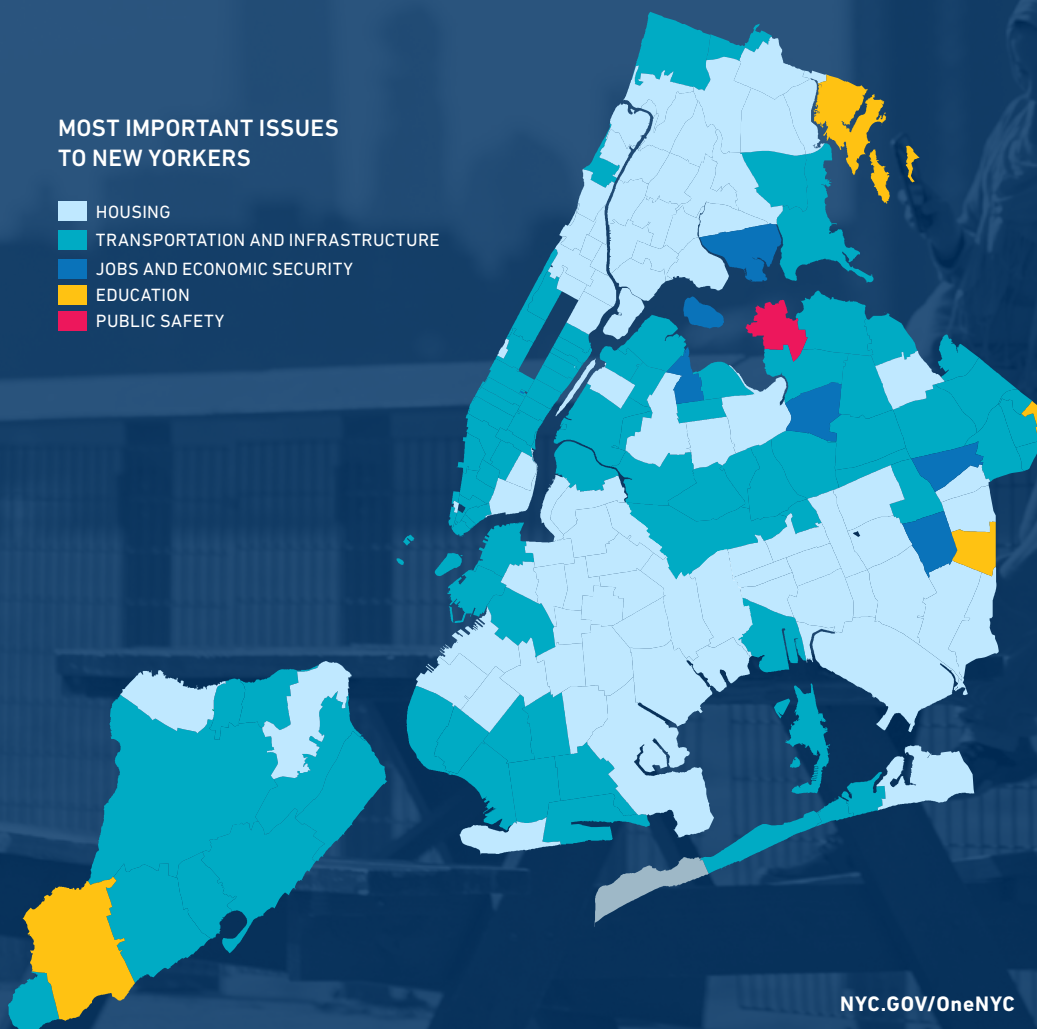


## OneNYC SURVEY

From September to March, more than 14,000 New Yorkers participated in the OneNYC survey. The survey asked New Yorkers the question, “What do you think are the most important issues facing New York City’s future?” and offered the chance to share one or more ideas for how New York City could address those issues.

The survey respondents represent voices from every corner of the city and are broadly representative of New York City’s population by borough and gender. As illustrated at left, they send a strong message about the issues New Yorkers care about the most, and how priorities vary across New York’s diverse neighborhoods. OneNYC 2050 addresses all of these issues.

The issues New Yorkers care about differ by neighborhood. Residents of central Brooklyn identified housing as the issue they care most about, while their neighbors to the south care most about transportation and infrastructure. Residents in Soundview care most about jobs and the economy, and residents of nearby College Point were most concerned about public safety.





## HOW WE INCORPORATED INPUT

The diverse input gathered over the last seven months is reflected in OneNYC in ways big and small. Comments from the public survey and public meetings were reviewed by the OneNYC team that developed the strategy. As certain topics surfaced again and again, such as traffic congestion, we were able to deepen our focus with City agencies and on initiatives to address those challenges. In one case, a suggestion from a recent college graduate inspired the idea for an event celebrating civic life that the City is now exploring.

In other cases, ideas submitted by New Yorkers have us looking toward the future. How can we help the middle schoolers we met at the Manhattan Youth Engagement Tour reduce the use of plastic in public schools? How can we promote career fairs for non-English speakers who need job application assistance, as suggested by a resident in Sunset Park?

As we work to turn OneNYC from strategy to reality, we are continuing to evaluate the many great ideas offered by New Yorkers.

*“Incluya a miembros de la comunidad locales de larga data en la planificación/tratamiento de los problemas, especialmente de comunidades de bajos ingresos.”*

– Residente de Riverdale, Bronx

*“Include local, long-standing community members, especially from low-income communities, in addressing issues and as part of planning.”* – Resident of Riverdale, Bronx



## SHAPING THE FUTURE OF NYC

As we promoted the OneNYC survey, we had a call to action: “Help us shape the future of NYC.” We want to make sure that opportunity carries on. OneNYC 2050 is designed to not only set a path to a strong and fair city but to empower all New Yorkers to help create that city.

How can all of us, together, build a better future for New York? How would you like to get involved? This plan offers a few guides:

- **EACH ONENYC VOLUME ENDS** with a section titled “What You Can Do,” which suggests ways to get involved locally or globally.
- **THE A VIBRANT DEMOCRACY VOLUME** spells out strategies to amplify all New Yorkers’ voices, broaden participation, and promote human rights.
- **KEEP YOUR EYE OUT FOR UPCOMING EVENTS** and tools posted at [nyc.gov/onenyc](http://nyc.gov/onenyc) that will enable New Yorkers to act in support of OneNYC 2050.

**WHAT WILL YOU DO TO BUILD A STRONG AND FAIR CITY?**



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# THE STRATEGY

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## OUR HISTORY AND OUR FUTURE MEET IN THE PRESENT. THE CHOICES WE MAKE NOW TO CHART A NEW COURSE WILL DEFINE US FOR GENERATIONS TO COME.

If we don't choose wisely, New York City risks becoming a place where it is more difficult for all residents to live full and secure lives, and for their families to thrive. The vast majority of New Yorkers want to choose wisely in this critical moment. And they know the city is in the strongest position in generations — with the wealth, talent, resources, and determination — to succeed.

OneNYC 2050 is our long-term blueprint to transform New York City. It looks ahead 30 years into the middle of the 21<sup>st</sup> century and ambitious goals for what New York City should be in 2050, when a child in their Universal Pre-K classroom today will be in the workforce and possibly with a family of their own. What opportunities exist for them to build their lives and pursue their passions? What is the condition of their neighborhood, their city, their planet? OneNYC 2050 imagines the city we'd proudly pass on to the next generation and it identifies the essential actions we must take now to realize that ambition.

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## THIS STRATEGY IS BUILT ON 8 KEY INSIGHTS THAT REFLECT OUR CITY'S HISTORY AND THE STRENGTHS AND CHALLENGES OF THE PRESENT AND THE FUTURE:

1. An empowered public is imperative for the success of our democracy. Therefore, we must create **A VIBRANT DEMOCRACY** that welcomes newcomers and engages all New Yorkers in civic life.
2. Economic security and dignity are essential to overcoming long-standing inequities and creating a city where who you are doesn't determine your success. Therefore, we must build **AN INCLUSIVE ECONOMY** that attracts and grows good-paying jobs and guarantees fair wages and dignified work conditions.
3. Our lives are better and our social ties are stronger when New Yorkers feel secure in their communities. Therefore, we must support **THRIVING NEIGHBORHOODS** with safe, affordable housing and ample community resources.
4. Health care is a human right. Therefore, we must promote **HEALTHY LIVES** by guaranteeing access to quality health care and a healthy environment for all, regardless of neighborhood, income, race or ethnicity, or gender.
5. A quality education is an essential step to building a fulfilling life. Therefore, we must provide **EQUITY AND EXCELLENCE IN EDUCATION** with a focus on creating strong schools that reflect the diversity of thought, backgrounds, and experiences of the communities they serve.
6. Inaction on climate change will impact every corner of the city, with disproportionate harm to our most vulnerable residents. Therefore, we must secure **A LIVABLE CLIMATE** for the next generation with a just transition that ends our reliance on fossil fuels, fully prepares for the impacts of climate change, and achieves climate justice.
7. Access to affordable, reliable, safe, and sustainable transportation is central to New York's competitiveness and livability. Therefore, we must ensure **EFFICIENT MOBILITY** for all by restoring our subways and buses to world-class status so no New Yorker needs to rely on a car.
8. Resilient infrastructure is the foundation on which we build a strong and fair city. Therefore, we will invest in **MODERN INFRASTRUCTURE** that serves the needs of New Yorkers and creates the systems to better deliver that infrastructure.

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## THE PATH FORWARD

**ONENYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES THAT COMPRISE A STRATEGY TO PREPARE NEW YORK CITY FOR THE FUTURE.** Each goal represents an aspiration for the city and offers initiatives for City leaders and the leaders that follow, and a model for our global peers. Separate volumes outline the context for each goal and strategic actions the City will pursue in the coming years.

# IN 2050, NEW YORK CITY WILL HAVE:



## A VIBRANT DEMOCRACY

### WHERE EVERY NEW YORKER IS WELCOMED INTO THE CIVIC AND DEMOCRATIC LIFE OF THE CITY

Nationally and globally, renewed forces of exclusion — nationalism, anti-immigrant sentiment, and hate crimes — threaten the values and communities that make New York City a model of inclusion around the world, while declining trust in government and civic institutions weakens our cohesion as a city. To strengthen our local democracy, the City will reduce barriers to participation in civic life, expand voting rights, promote naturalization and expanded resources for immigrants, and address disparities across race and gender. We will ensure all New Yorkers are counted in the 2020 Census, educated in the foundations of the democratic process, equipped to combat misinformation, and able to influence their communities, while continuing to build our leadership in the global community.

**BY BRINGING ALL NEW YORKERS INTO OUR CIVIC AND DEMOCRATIC LIFE, WE WILL REPAIR OUR STRAINED SOCIAL BONDS AND WORK TOGETHER TO SOLVE OUR SHARED CHALLENGES.**

#### INITIATIVES:

1. EMPOWER ALL NEW YORKERS TO PARTICIPATE IN OUR DEMOCRACY
2. WELCOME NEW NEW YORKERS FROM AROUND THE WORLD AND INVOLVE THEM FULLY IN CIVIC LIFE
3. PROMOTE JUSTICE AND EQUAL RIGHTS, AND BUILD TRUST BETWEEN NEW YORKERS AND GOVERNMENT
4. PROMOTE DEMOCRACY AND CIVIC INNOVATION ON THE GLOBAL STAGE



## AN INCLUSIVE ECONOMY

### WHERE ECONOMIC GROWTH CREATES OPPORTUNITIES FOR ALL NEW YORKERS AND SAFEGUARDS THE AMERICAN DREAM

Despite a growing economy and record-low unemployment, many working New Yorkers remain economically insecure and face poor working conditions. The changing nature of work has increased job insecurity and widened the skills gap for quality jobs. To create economic opportunity for all New Yorkers, the City will attract and grow good-paying, accessible jobs by supporting critical growth sectors such as technology and the green economy, as well as small businesses. We will ensure workers are paid well, treated fairly, and have access to secure benefits; prepare workers for jobs of the future; promote economic democracy that benefits locally owned and operated businesses; and strengthen the City's long-term fiscal health.

**BY PROMOTING INCLUSIVE GROWTH, WE WILL CORRECT HISTORICAL INEQUITIES AND ENSURE ALL NEW YORKERS BENEFIT FROM NEW YORK CITY'S ECONOMIC STRENGTH.**

#### INITIATIVES:

5. GROW THE ECONOMY WITH GOOD-PAYING JOBS AND PREPARE NEW YORKERS TO FILL THEM
6. PROVIDE ECONOMIC SECURITY FOR ALL THROUGH FAIR WAGES AND EXPANDED BENEFITS
7. EXPAND THE VOICE, OWNERSHIP, AND DECISION-MAKING POWER OF WORKERS AND COMMUNITIES
8. STRENGTHEN THE CITY'S FISCAL HEALTH TO MEET CURRENT AND FUTURE NEEDS





## THRIVING NEIGHBORHOODS

**WHERE ALL COMMUNITIES HAVE SAFE, AFFORDABLE HOUSING AND ARE WELL SERVED BY PARKS AND CULTURE**

As our population continues to grow, our neighborhoods face increasing unaffordability driven by a shortage of housing and parks, cultural spaces, and other community facilities in need of investment. To ensure our neighborhoods are able to thrive, the City will protect tenants from harassment and displacement, build and preserve affordable housing, and increase the supply of housing to bring down costs. To accommodate growth and address a history of unequal investment, the City will commit to safety and high-quality parks, cultural centers, and other community spaces in all communities, and double down on integrated place-based planning to create complete and thriving communities.

**BY INVESTING IN OUR NEIGHBORHOODS EQUITABLY, WE WILL ENSURE NEW YORK CITY REMAINS A PLACE THAT PEOPLE OF ALL INCOMES AND BACKGROUNDS CAN CALL HOME.**

### INITIATIVES:

9. ENSURE ALL NEW YORKERS HAVE ACCESS TO SAFE, SECURE, AND AFFORDABLE HOUSING
10. ENSURE ALL NEW YORKERS HAVE ACCESS TO NEIGHBORHOOD OPEN SPACES AND CULTURAL RESOURCES
11. ADVANCE SHARED RESPONSIBILITY FOR COMMUNITY SAFETY AND PROMOTE NEIGHBORHOOD POLICING
12. PROMOTE PLACE-BASED COMMUNITY PLANNING AND STRATEGIES

## HEALTHY LIVES

**WHERE HEALTH INEQUITIES ARE ELIMINATED, AND ALL RESIDENTS HAVE AN EQUAL OPPORTUNITY TO THRIVE**

While New Yorkers enjoy a longer life expectancy than residents of any other big city in America, there are major gaps in the health outcomes of different groups. These disparities fall closely along racial and ethnic lines, driven by a range of inequities in income, housing, and education. To eliminate health disparities, the City will continue to guarantee high-quality, affordable, accessible care for all New Yorkers, and promote equity by tackling the health needs of vulnerable communities. The City will make healthy choices easy and accessible to New Yorkers in all neighborhoods, and will protect our environment to support health, well-being, and environmental justice.

**BY ACHIEVING HEALTH EQUITY AND ELIMINATING RACIAL DISPARITIES, WE WILL ENABLE ALL NEW YORKERS TO LEAD LONGER, FULLER LIVES AND ENJOY A HEALTHIER ENVIRONMENT.**

### INITIATIVES:

13. GUARANTEE HIGH-QUALITY, AFFORDABLE, AND ACCESSIBLE HEALTH CARE FOR ALL NEW YORKERS
14. ADVANCE EQUITY BY ADDRESSING THE HEALTH AND MENTAL HEALTH NEEDS OF ALL COMMUNITIES
15. MAKE HEALTHY LIFESTYLES EASIER IN ALL NEIGHBORHOODS
16. DESIGN A PHYSICAL ENVIRONMENT THAT CREATES THE CONDITIONS FOR HEALTH AND WELL-BEING

# IN 2050, NEW YORK CITY WILL HAVE:



## EQUITY & EXCELLENCE IN EDUCATION

**WHERE SCHOOLS ARE DIVERSE AND FAIR, AND DELIVER HIGH-QUALITY EDUCATION TO CHILDREN OF ALL BACKGROUNDS**

The legacy of segregation and devaluation — in funding and perceptions — of low-income communities of color has created stark inequities in New York City’s public school system. To eliminate gaps in educational outcomes, the City will increase investment in early childhood education — the foundation of success — by expanding 3-K for All and focusing on early literacy. We will upgrade our school buildings and ensure all students have access to algebra, computer science, and AP courses, as well as college-prep programs. And we will implement restorative practices, continue implicit-bias training, and increase the diversity and inclusiveness of our classrooms, so that all students have an equal opportunity to succeed.

**BY CREATING DIVERSE AND FAIR SCHOOLS, WE WILL EMPOWER THE NEXT GENERATION OF NEW YORKERS TO SUPPORT THEIR FAMILIES, BECOME ACTIVE CITIZENS, AND PURSUE THEIR DREAMS.**

### INITIATIVES:

17. MAKE NEW YORK CITY A LEADING NATIONAL MODEL FOR EARLY CHILDHOOD EDUCATION
18. ADVANCE EQUITY IN K-12 OPPORTUNITY AND ACHIEVEMENT
19. INCREASE INTEGRATION, DIVERSITY, AND INCLUSION IN NEW YORK CITY SCHOOLS



## A LIVABLE CLIMATE

**WHERE WE ARE PREPARED FOR THE IMPACTS OF CLIMATE CHANGE, AND NO LONGER RELY ON FOSSIL FUELS**

Climate change is real and poses an existential threat to humanity. The impacts are already being felt around the world and in our neighborhoods. To lead the global fight against climate change, the city will achieve carbon neutrality by electrifying the city, investing in clean electricity, making deep cuts in energy use, and promoting sustainable transportation. We will strengthen communities, buildings, infrastructure, and the waterfront in the face of climate change. We will divest City pension funds from fossil fuels, invest in climate solutions, and create green jobs in a new clean economy. And we will facilitate a just transition by ensuring the costs and benefits are shared equitably so no community is left behind.

**BY TRANSITIONING TO A FUTURE THAT IS FREE FROM FOSSIL FUELS, WE WILL PROTECT NEW YORKERS AND BE A GLOBAL EXAMPLE, WHILE PREPARING FOR A CHANGING CLIMATE AND PURSUING ACCOUNTABILITY.**

### INITIATIVES:

20. ACHIEVE CARBON NEUTRALITY AND 100 PERCENT CLEAN ELECTRICITY
21. STRENGTHEN COMMUNITIES, BUILDINGS, INFRASTRUCTURE, AND THE WATERFRONT TO BE MORE RESILIENT
22. CREATE ECONOMIC OPPORTUNITIES FOR ALL NEW YORKERS THROUGH CLIMATE ACTION
23. FIGHT FOR CLIMATE ACCOUNTABILITY AND JUSTICE



## EFFICIENT MOBILITY

### WHERE RELIABLE, SAFE, AND SUSTAINABLE TRANSPORTATION OPTIONS MEAN NO NEW YORKER NEEDS TO RELY ON A CAR

Our transit system is in crisis due to decades of underinvestment and mismanagement. As service declines, those who can afford it are shifting to for-hire vehicles or buying their own car to get around, thereby increasing street traffic. Those who can't find alternatives are stuck on slow and unreliable transit. To guarantee all New Yorkers have access to safe and affordable mobility, the City will invest in and advocate for major upgrades to our bus, subway, bike, and road networks, while reducing gridlock through a fair congestion pricing program and tougher enforcement. We will eliminate traffic and pedestrian fatalities, and fight for effective regional transportation and freight mobility.

**BY CREATING AN EFFICIENT TRANSPORTATION NETWORK, WE WILL ENSURE ALL NEW YORKERS ARE ABLE TO GET AROUND SAFELY AND AFFORDABLY, RETURNING HOURS TO THEIR LIVES WHILE COMBATING CLIMATE CHANGE.**

#### INITIATIVES:

- 24. MODERNIZE NEW YORK CITY'S MASS TRANSIT NETWORKS
- 25. ENSURE NEW YORK CITY'S STREETS ARE SAFE AND ACCESSIBLE
- 26. REDUCE CONGESTION AND EMISSIONS
- 27. STRENGTHEN CONNECTIONS TO THE REGION AND THE WORLD



## MODERN INFRASTRUCTURE

### WHERE RELIABLE PHYSICAL AND DIGITAL INFRASTRUCTURE ALLOWS NEW YORKERS TO FLOURISH FOR DECADES

New York City's critical infrastructure is essential to the smooth functioning of both the city and the local and regional economy. Yet much of this infrastructure is in need of investment. Inequitable access to digital infrastructure restricts economic mobility. To meet the needs of a growing city, we will make forward-looking investments in core physical infrastructure, emergency management, and hazard mitigation. The City will invest in digital infrastructure to support connectivity for all New Yorkers, and we will support modern best practices for maintaining and delivering infrastructure to make sure public dollars are spent wisely and have the broadest impact.

**BY UPGRADING OUR INFRASTRUCTURE AND LEVERAGING TECHNOLOGY, WE WILL ENSURE THE SAFE AND RELIABLE OPERATION OF THE SYSTEMS THAT KEEP OUR CITY RUNNING AND HELP REDUCE THE DIGITAL DIVIDE.**

#### INITIATIVES:

- 28. MAKE FORWARD-THINKING INVESTMENTS IN CORE PHYSICAL INFRASTRUCTURE AND HAZARD MITIGATION
- 29. IMPROVE DIGITAL INFRASTRUCTURE TO MEET THE NEEDS OF THE 21ST CENTURY
- 30. IMPLEMENT BEST PRACTICES FOR ASSET MAINTENANCE AND CAPITAL PROJECT DELIVERY



# THE VALUES OF OneNYC 2050

*In 2015, Mayor de Blasio fundamentally reframed how the City thinks about long-term planning when he said the City must “make sure that as we build a stronger, more sustainable, and more resilient city, we are also creating a more equitable one.” This statement is the starting point for thinking about how to address the challenges facing New York City, and informs the five values that are woven throughout OneNYC 2050:*

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## EQUITY

Equity is the bedrock of our future vision for New York City. New Yorkers deserve fair pay and benefits, opportunities for economic advancement, and a secure retirement. Children from all neighborhoods are entitled to a quality education and a chance to pursue their dreams. No New Yorker should face higher health risks or lower life expectancy because of where they live. All communities should be safe, and all residents treated with dignity and respect no matter their gender or race. And all New Yorkers should have a voice in our city's future.

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## GROWTH

Growth is essential to creating a strong and fair city. A growing population supports diversity and injects new energy into our neighborhoods. A growing economy supports new jobs and provides tax revenue to fund schools, transit, and other public services. Growth keeps New York City competitive with peer cities around the world. But at a time of rising housing costs and economic uncertainty, growth alone is not enough. As we grow, we must ensure our neighborhoods remain livable and affordable, and that all New Yorkers benefit — not just the few.

---

## SUSTAINABILITY

Sustainability is how New York City secures our future. With the world's largest subway, and dense, walkable neighborhoods, New Yorkers have long left a lighter environmental footprint than other Americans — but we need to go much further to preserve our way of life. We need to eliminate our contributions to climate-change-causing GHG emissions, and build neighborhoods and infrastructure that support sustainable lifestyles and consumption, while creating economic opportunity for all.

---

## RESILIENCY

Resiliency is both a defining feature of New Yorkers and a necessity as we face an increasingly uncertain future. New York City has faced and overcome catastrophic disasters, from 9/11 to Hurricane Sandy, and emerged stronger through the strength and resolve of our people. Now more than ever we need to ready our neighborhoods, economy, and public services to withstand the impacts of climate change and other 21<sup>st</sup> century threats — from cyber threats to public health epidemics — and emerge stronger.

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## DIVERSITY & INCLUSION

Diversity & Inclusion defines who we are as a city. For centuries, New York City has welcomed people from all cultures, religions, and identities. New Yorkers take pride in the incredibly diverse mix of people we encounter every day. Our city is strongest when we celebrate our diversity and aim to create a city where people from all backgrounds can find their way and contribute to their communities and city.

*We will build  
a strong and  
fair city.  
We will be  
OneNYC.  
Join us.*



MAYOR DE BLASIO CELEBRATES THE RELEASE OF *ONENYC* IN 2015.

AP/Seth Wenig

## STRATEGIC PLANNING IN NEW YORK CITY

In 2007, New York City released *PlaNYC 2030*, a successful effort to bring sustainability planning to New York City and confront the challenges of the time: namely economic and population growth and their impacts on infrastructure. In 2013, the devastation of Hurricane Sandy led to the creation of a first-ever resiliency plan to prepare for the growing risks of climate change.

With *OneNYC: The Plan for a Strong and Just City* in 2015, Mayor de Blasio expanded on this foundation, broadening the City's thinking about strategic threats and articulating equity as a strategic goal for the first time. It is in this context that we offer *OneNYC 2050* to define our future and chart a course to get there. *OneNYC 2050* takes a global perspective on the long-term needs of the city and how we must grow responsibly and sustainably while supporting the well-being of all New Yorkers.

OneNYC is a major component of the tool kit that guides the City's long-term strategy, complementing the Ten-Year Capital Strategy, annual socioeconomic reports, Citywide Statements of Needs, Comprehensive Waterfront Plan, and other strategic plans on specific topics. Collectively, with OneNYC, these plans represent a comprehensive strategy to tackle the challenges of today, and secure a strong and fair future for New Yorkers.

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

*- Mayor Bill de Blasio  
April 2015*



# ACHIEVING THE OneNYC VISION

**TO TRACK NEW YORK CITY'S OVERALL PROGRESS, ONENYC 2050 ESTABLISHES 10 INDICATORS THAT, COLLECTIVELY, REPRESENT A STRONG AND FAIR CITY.** The indicators include several featured in the original OneNYC that remain our guideposts. Others step up earlier targets and set higher goals to reflect the growing urgency of the work we need to do. Finally, several indicators acknowledge new challenges and a renewed vision for what a successful, fair city looks like.

The indicators intentionally cut across challenges, goals, and the work of any one agency to reflect the interconnectedness of the actions required to achieve the OneNYC 2050 vision. The City will track and publish these indicators every year to assess our progress and course-correct as needed. We invite New Yorkers to hold us accountable.

INDICATOR	LATEST DATA	TARGET
<b>VOTER TURNOUT RATE IN LOCAL ELECTIONS</b>	21.5% (2017)	<b>INCREASE</b>
<b>TOTAL JOBS</b>	4.5M (2018)	<b>INCREASE</b>
<b>NEW YORKERS LIFTED OUT OF OR NEAR POVERTY</b> (since 2014)	236,500 (2017)	<b>800,000 BY 2050</b>
<b>SHARE OF LOW-INCOME RENTER HOUSEHOLDS THAT ARE SEVERELY RENT BURDENED</b>	49.9% (2017)	<b>DECREASE</b>
<b>EARNINGS DISPARITY BY RACE</b> (median household earnings of white households divided by median household earnings of black, Hispanic, Asian, or other race households)	2.0X (2017)	<b>DECREASE</b>
<b>PREMATURE MORTALITY RATE</b>	189.4 DEATHS PER 100,000 (2016)	<b>DECREASE 25% BY 2040</b>
<b>AIR QUALITY</b> (as measured by 3-year average fine particles, PM <sub>2.5</sub> )	7.85 µG/M <sup>3</sup> (2017)	<b>DECREASE</b>
<b>NEW YORKERS WHO GRADUATE HIGH SCHOOL ON TIME</b>	76% (2018)	<b>84% BY 2026</b>
<b>GREENHOUSE GAS EMISSIONS ELIMINATED, REDUCED, OR OFFSET</b> (COMPARED WITH 2005 LEVELS)	17% (2017)	<b>100% BY 2050</b>
<b>SHARE OF NEW YORK CITY TRIPS BY SUSTAINABLE MODE</b> (WALKING, BIKING, MASS TRANSIT)	68% (2017)	<b>80% BY 2050</b>

**IN ADDITION TO THESE PRIMARY INDICATORS**, each of the 30 OneNYC 2050 initiatives includes a set of secondary indicators to measure success. For a complete list of OneNYC indicators, including progress on past plans, visit [nyc.gov/onenyc](http://nyc.gov/onenyc).

To complement these targets, New York City is also exploring methods to measure overall quality of life in the city — the ultimate metric of success for building a future that serves all New Yorkers.

## ACTION PLANS

Implementing the 30 initiatives outlined in OneNYC 2050 will require coordination across all City agencies and offices, as well as private and nonprofit partners, global peers, and New Yorkers. Formal responsibilities for specific initiatives are spelled out at the end of each volume in a section titled “The Path Forward.”



### ALIGNING WITH THE SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) are the global blueprint adopted by all countries at the United Nations to achieve a better and more sustainable future for all. The 17 SDGs recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth — all while tackling climate change and working to preserve our oceans and forests.

With OneNYC, New York City was the first city to map our local strategy to the SDGs and to submit a Voluntary Local Review to the United Nations. The Voluntary Local Review monitors New York’s advancement toward the goals, identifies areas where we can learn from others, and addresses remaining challenges. By demonstrating directly in our strategy how OneNYC aligns with the SDGs, we strengthen our efforts to build a strong and fair city and deepen the city diplomacy that makes New York City a leader on the world stage.

In OneNYC 2050, SDG symbols appear in each volume to demonstrate how New York City’s initiatives align with and advance our progress towards achieving the goals. These goals are outlined at right.

*Learn more about the SDGs online at [sustainabledevelopment.un.org/sdgs](http://sustainabledevelopment.un.org/sdgs)*



# NEW YORK CITY CAN'T DO THIS ALONE

*Throughout OneNYC 2050, there is a clear theme of New York City stepping up as the federal government falls down on the job. But we cannot afford federal failure if we are to fully meet the challenges facing our City. A robust federal response to the challenges of our day is not just important, it is essential. Historically, while Members of Congress representing New York City have led the fight to improve this situation, others in Washington refuse to deal with the problems facing our city and country, leaving us where we are today.*

## THE INVESTMENTS IN FIGHTING CLIMATE CHANGE THAT THE GREEN NEW DEAL

**DEMANDS:** The world faces an existential threat from climate change. Every time those in Washington who understand this reality make a step forward, others find a way to force us back. As Washington pulled out of the Paris Climate Agreement, New York City served as a model for cities to keep the commitment. We need a national commitment out of Washington, like the Green New Deal demands, to invest in combating climate change, build a carbon-free electricity grid powered fully by clean energy, retrofit our buildings to make them more energy efficient, and transition away from reliance on fossil fuels for our transportation needs. These actions are essential to averting the worst threats of climate change for New Yorkers.

## INVEST IN NEW YORK CITY'S

**INFRASTRUCTURE:** The American Society of Civil Engineers gives U.S. infrastructure a D+ grade. This problem did not develop overnight, it's due to decades of federal underinvestment in infrastructure. We need a national infrastructure strategy to become a stronger, safer, more accessible City, with investments in mass transit, freight, high-speed rail, bridges, tunnels, highways, broadband and housing. We need renewed investment in water and power infrastructure to secure a 100 percent renewable energy future and a just transition for communities disproportionately impacted by climate change. We need the federal government to keep its commitment to build the Gateway tunnels — helping to create jobs and improve New York City's economy.

**CREATING A FAIRER SOCIETY:** The economy is changing and working class people are being left behind. New Yorkers are working longer hours than ever but don't see the wealth that they help create. We need change in order to avert the concentration of wealth in the 1 percent, and the first step is repealing the portion of the 2017 tax cuts that benefited big corporations and the rich. We can put these funds to better use — investing in infrastructure, education, and services to help those most in need. Then we need a national recommitment to supporting and protecting workers, with a higher minimum wage, paid sick leave, paid family leave, and other protections for

workers. We must strengthen the right of all workers to organize and collectively bargain, and we must create real economic opportunity through support for college, job training, and access to capital for starting businesses. If the federal government won't step up then New York City will have to step in. Because we can't do it with one hand tied behind our back, the cap on the State and local tax deduction must be eliminated.

## A COMPREHENSIVE RESILIENCY AGENDA:

Washington's approach to resiliency is completely backwards, only providing resources after devastating events like Hurricane Sandy, instead of protecting communities from increasingly dangerous natural disasters before they strike. We need a change — a national commitment to resiliency and disaster preparation, with proactive infrastructure investment for coastal protections, increased funding for disaster relief, catastrophe insurance, and funds for states and localities to prepare, respond, repair, and rebuild.

**COMPREHENSIVE IMMIGRATION REFORM:** Less than a decade ago, comprehensive immigration reform seemed within reach, but a few in Washington have repeatedly blocked action, leaving us with a system that is now being exploited to spread fear and chaos in our cities. These cruel and unjust policies do not reflect New York City's values. Immigrants also contribute to our economic success, including providing over \$2 billion to the GDP in our city, and we must find a way to legally grow, not halt, this impact. We need a change — real and comprehensive immigration reform. Let's start by passing H.R. 6 - The American Dream and Promise Act.

*Fiscal support from the federal government has declined significantly since the 1980s.*

READ MORE ON PAGE 21.



## NATIONAL INVESTMENT IN AFFORDABLE HOUSING:

Thanks to years of neglect from Washington we face an affordability crisis in New York City. Instead of proposing new rules that make it harder on the poorest New Yorkers, Washington should be investing in creating new affordable housing and expanding the Section 8 program. Instead of the decades of disinvestment in public housing, the federal government should provide the resources to preserve these vital public assets, and help fund capital needs at NYCHA, including the gap in its physical needs assessment. Instead of ignoring protections to ensure fair housing, Washington should work night and day to prevent discrimination in housing policy.

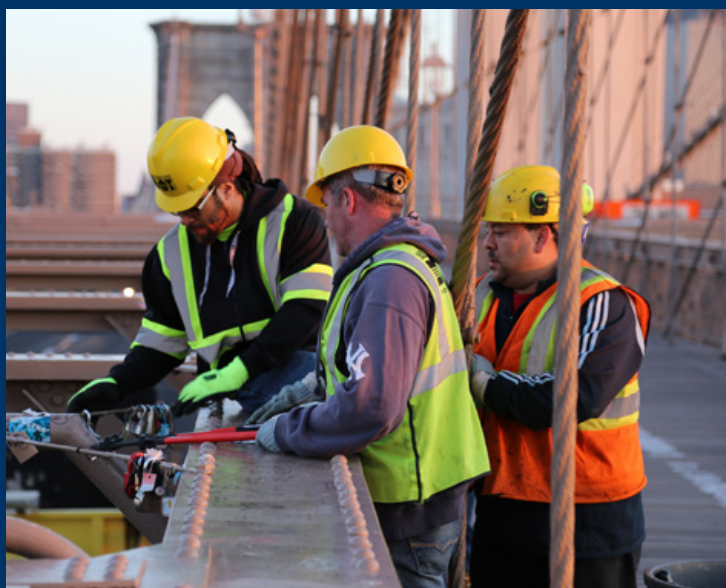
## A COMMITMENT TO EARLY CHILDHOOD EDUCATION:

New York City is leading the country on early childhood education, demonstrating that Pre-K and 3-K are vital to ensuring that all children have the strong educational foundation they need to succeed. Studies have found that students who attend two years of preschool are better prepared for kindergarten and perform significantly higher on academic and social outcome measures compared to children who attend only one year. We cannot reach the full potential without support from the federal government. We need a federal government that believes in the importance of investing in the next generation of New Yorkers and recognizes that a strong public education is a cornerstone of our democracy. We need to increase Head Start funding, and we need federal resources to continue to support Pre-K for All and to expand 3K for All across the city.

**FIXING OUR BROKEN DEMOCRACY:** New York City has recently made great strides on campaign finance reform, helping to restore faith in our democratic processes. But Washington must reform campaign finance laws at a national level and begin the process to reverse the Citizens United decision and eliminate the Electoral College. We must make it easier to vote, so that no one is denied their right to participate because of long lines or language barriers. Washington must fully fund the 2020 Census and remove the citizenship question so that we can ensure an accurate, fair and orderly count and make sure New York City gets its fair share of federal resources and representation.

## GUARANTEED HEALTH CARE AND MENTAL HEALTH CARE FOR ALL:

Washington made great progress in improving the lives of millions of Americans when it passed the Affordable Care Act. Yet almost immediately opponents went to work trying to delay, repeal and sabotage the bill. Washington needs to strengthen, not undermine, the ACA, and then must work to quickly establish a truly universal healthcare system. In the absence of federal action, New York City is filling the gap with NYC Care, but Washington must be held accountable for ensuring that all New Yorkers have access to quality healthcare. New York City has made huge progress in addressing the mental health needs of New Yorkers through Thrive NYC, but we need federal support to fully confront the scourge and stigma of mental health concerns that affect 20 percent of our population. Passing the Excellence in Mental Health and Addiction Treatment Expansion Act and the Comprehensive Addiction Resources Emergency Act would help set us on the right path.



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# GLOSSARY

ACRONYM	NAME	ACRONYM	NAME
CCHR	CITY COMMISSION ON HUMAN RIGHTS	IA	MAYOR'S OFFICE FOR INTERNATIONAL AFFAIRS
CDO	CHIEF DEMOCRACY OFFICER	IGA	MAYOR'S OFFICE OF INTERGOVERNMENTAL AFFAIRS
CECM	OFFICE OF CITYWIDE EVENT COORDINATION AND MANAGEMENT	LAW	LAW DEPARTMENT
CGE	COMMISSION ON GENDER EQUITY	M/WBE	OFFICE OF MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISE
CPP	CLIMATE POLICY & PROGRAMS	MOCJ	MAYOR'S OFFICE OF CRIMINAL JUSTICE
CUNY	CITY UNIVERSITY OF NEW YORK	MOCS	MAYOR'S OFFICE OF CONTRACT SERVICES
DCAS	DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES	MOCTO	MAYOR'S OFFICE OF THE CHIEF TECHNOLOGY OFFICER
DCP	DEPARTMENT OF CITY PLANNING	MOFP	MAYOR'S OFFICE OF FOOD POLICY
DCWP	DEPARTMENT OF CONSUMER AND WORKER PROTECTION	MOIA	MAYOR'S OFFICE FOR IMMIGRANT AFFAIRS
DDC	DEPARTMENT OF DESIGN AND CONSTRUCTION	MOS	MAYOR'S OFFICE OF SUSTAINABILITY
DEP	DEPARTMENT OF ENVIRONMENTAL PROTECTION	MTA	METROPOLITAN TRANSPORTATION AUTHORITY
DHS	DEPARTMENT OF HOMELESS SERVICES	NYC3	NEW YORK CITY CYBER COMMAND
DCLA	DEPARTMENT OF CULTURAL AFFAIRS	NYCHA	NEW YORK CITY HOUSING AUTHORITY
DOE	DEPARTMENT OF EDUCATION	NYCEM	NEW YORK CITY EMERGENCY MANAGEMENT
DOF	DEPARTMENT OF FINANCE	NYPD	NEW YORK POLICE DEPARTMENT
DOHMH	DEPARTMENT OF HEALTH AND MENTAL HYGIENE	OMB	OFFICE OF MANAGEMENT AND BUDGET
DOITT	DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS	OPGV	MAYOR'S OFFICE TO PREVENT GUN VIOLENCE
DOT	DEPARTMENT OF TRANSPORTATION	OPPORTUNITY	MAYOR'S OFFICE FOR ECONOMIC OPPORTUNITY
DSNY	DEPARTMENT OF SANITATION	PARKS	DEPARTMENT OF PARKS AND RECREATION
DYCD	DEPARTMENT OF YOUTH & COMMUNITY DEVELOPMENT	SBS	SMALL BUSINESS SERVICES
EDC	ECONOMIC DEVELOPMENT CORPORATION	SCA	SCHOOL CONSTRUCTION AUTHORITY
H+H	HEALTH + HOSPITALS	TLC	TAXI AND LIMOUSINE COMMISSION
HPD	HOUSING PRESERVATION AND DEVELOPMENT	WKDEV	OFFICE OF WORKFORCE DEVELOPMENT
HRA	HUMAN RESOURCES ADMINISTRATION		

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# OneNYC ADVISORY BOARD

## ONENYC ADVISORY BOARD

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# WHAT YOU CAN DO

**ACHIEVING OneNYC WILL REQUIRE COORDINATION AMONG ALL CITY AGENCIES AND OFFICES, THOUSANDS OF PRIVATE AND NONPROFIT PARTNERS, MILLIONS OF NEW YORKERS, AND PARTNERS FROM AROUND THE WORLD.**

Formal responsibilities for specific initiatives are spelled out in sections titled “The Path Forward,” at the end of each volume.

In many cases, achieving the ambitious goals set out in OneNYC will require the collective action of New Yorkers. OneNYC sets the stage for an ongoing, inclusive action campaign that engages New Yorkers to collaborate and take action.

For more information on how to get involved, see “How New Yorkers Shaped OneNYC 2050” (p. 38) and the “What You Can Do” section at the conclusion of each volume, or visit [nyc.gov/onenyc](https://nyc.gov/onenyc).



# OneNYC

Learn more about how we are building a strong and fair city: [NYC.GOV/OneNYC](https://nyc.gov/OneNYC)



Join the conversation on social media  
and tag us at **#OneNYC**





**OneNYC 2050**

**BUILDING A STRONG AND FAIR CITY**

# A VIBRANT DEMOCRACY

**VOLUME 2 OF 9**

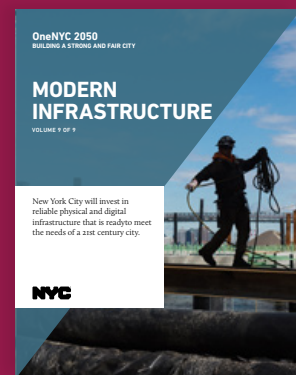
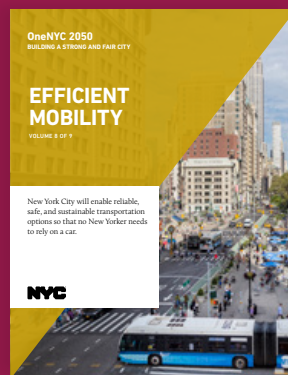
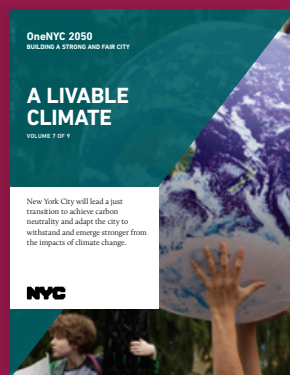
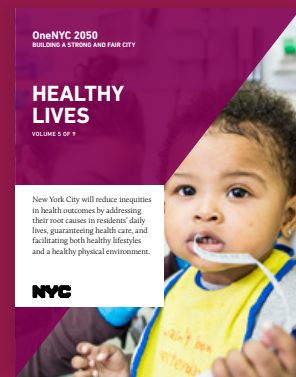
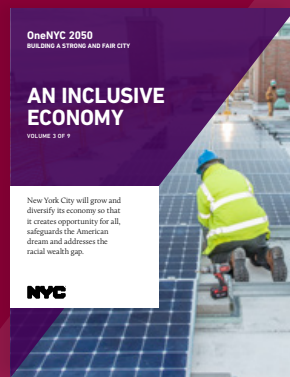
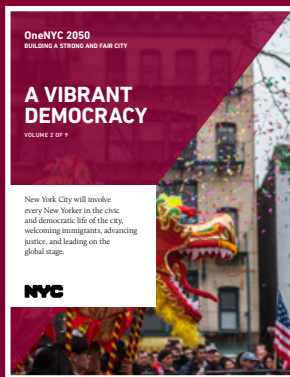
New York City will involve every New Yorker in the civic and democratic life of the city, welcoming immigrants, advancing justice, and leading on the global stage.

**NYC**





# ONENYC 2050 IS A STRATEGY TO SECURE OUR CITY'S FUTURE AGAINST THE CHALLENGES OF TODAY AND TOMORROW. WITH BOLD ACTIONS TO CONFRONT OUR CLIMATE CRISIS, ACHIEVE EQUITY, AND STRENGTHEN OUR DEMOCRACY, WE ARE BUILDING A STRONG AND FAIR CITY. JOIN US.



Learn more about how we are building a strong and fair city: [NYC.GOV/OneNYC](https://nyc.gov/onenyc)

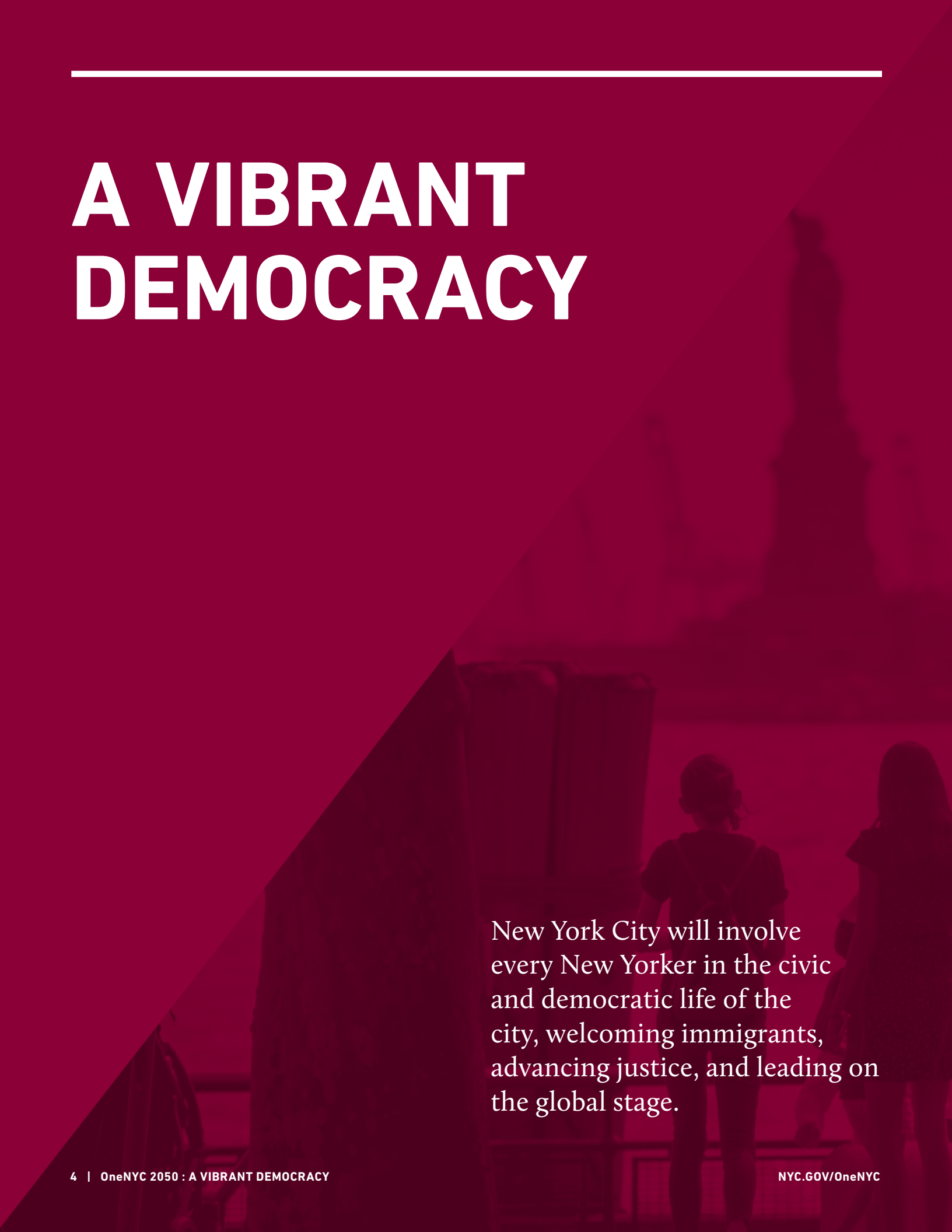
Join the conversation on social media and tag us at [#OneNYC](https://twitter.com/OneNYC)

## ONENYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES TO SECURE OUR CITY'S FUTURE.

<b>A VIBRANT DEMOCRACY</b>	1. Empower all New Yorkers to participate in our democracy
	2. Welcome new New Yorkers from around the world and involve them fully in civic life
	3. Promote justice and equal rights, and build trust between New Yorkers and government
	4. Promote democracy and civic innovation on the global stage
<b>AN INCLUSIVE ECONOMY</b>	5. Grow the economy with good-paying jobs and prepare New Yorkers to fill them
	6. Provide economic security for all through fair wages and expanded benefits
	7. Expand the voice, ownership, and decision-making power of workers and communities
	8. Strengthen the City's fiscal health to meet current and future needs
<b>THRIVING NEIGHBORHOODS</b>	9. Ensure all New Yorkers have access to safe, secure, and affordable housing
	10. Ensure all New Yorkers have access to neighborhood open spaces and cultural resources
	11. Advance shared responsibility for community safety and neighborhood policing
	12. Promote place-based community planning and strategies
<b>HEALTHY LIVES</b>	13. Guarantee high-quality, affordable, and accessible health care for all New Yorkers
	14. Advance equity by addressing the health and mental health needs of all communities
	15. Make healthy lifestyles easier in all neighborhoods
	16. Design a physical environment that creates the conditions for health and well-being
<b>EQUITY AND EXCELLENCE IN EDUCATION</b>	17. Make New York City a leading national model for early childhood education
	18. Advance equity in K-12 opportunity and achievement
	19. Increase integration, diversity, and inclusion in New York City schools
	20. Achieve carbon neutrality and 100 percent clean electricity
<b>A LIVABLE CLIMATE</b>	21. Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient
	22. Create economic opportunities for all New Yorkers through climate action
	23. Fight for climate accountability and justice
	24. Modernize New York City's mass transit networks
<b>EFFICIENT MOBILITY</b>	25. Ensure New York City's streets are safe and accessible
	26. Reduce congestion and emissions
	27. Strengthen connections to the region and the world
	28. Make forward-thinking investments in core physical infrastructure and hazard mitigation
<b>MODERN INFRASTRUCTURE</b>	29. Improve digital infrastructure to meet the needs of the 21st century
	30. Implement best practices for asset maintenance and capital project delivery

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# A VIBRANT DEMOCRACY

The background of the page is a dark red color. On the right side, there is a faint, semi-transparent image of the Statue of Liberty. In the foreground, the silhouettes of two people are visible, looking towards the right. The person on the left is wearing a backpack. The person on the right is wearing a long coat. They appear to be standing in front of a large screen or window that displays the Statue of Liberty.

New York City will involve every New Yorker in the civic and democratic life of the city, welcoming immigrants, advancing justice, and leading on the global stage.



# WE CANNOT FIX THE PROBLEMS FACING OUR CITY OR NATION WITHOUT FIRST FIXING OUR DEMOCRACY.

As we confront the challenges of climate change, affordable housing, and the racial wealth gap, we need an engaged, empowered public that trusts the power of democracy to improve our lives. A vibrant democracy requires participation. Yet for too long, many New Yorkers, especially communities of color, young people, immigrants, and individuals who have had an interaction with the criminal justice system, have been disengaged, disenfranchised, or shut out from local and national democratic processes.

It is easy to understand why. Nationally, our civic institutions have eroded, and voter suppression continues to be a troubling reality. Despite recent reforms, New York State’s election system has made it far too difficult to cast a ballot. On Election Day in New York City, as many as four in five registered voters stay away from the polls.

Increasingly, we hear from immigrants that their documentation status has made them afraid to participate in civic life. New Yorkers want to volunteer in their communities or join a broader effort to bring change, but don’t know how to get involved. Entire communities are disconnected from the political process because of past criminal justice policies, institutionalized racism, and the widespread sentiment that City leaders aren’t listening.

We need to ensure the voice of every New Yorker is heard, participating in the democratic process becomes easier, and people learn to trust their civic institutions again. OneNYC 2050 outlines strategies to expand voting rights, ensure residents are better informed about democracy, and create opportunities for residents to directly impact their communities. We will better enable immigrants to take part in civic life, and work to ensure all New Yorkers are afforded transformative justice, basic human rights, and racial and gender equity. New York City can help shape the future of democracy in and beyond our borders. Our city — and our world — deserves nothing less.

## INDICATORS

NEW YORK CITY WILL MEASURE PROGRESS BY TRACKING THE FOLLOWING INDICATORS:

INDICATOR	LATEST DATA	TARGET
VOTER REGISTRATIONS	N/A	1.5M BY 2022
ELIGIBLE FOREIGN-BORN NEW YORKERS WHO ARE NOT NATURALIZED	660K (2018)	DECREASE
POVERTY-RATE DISPARITY BETWEEN IMMIGRANT AND U.S.-BORN HOUSEHOLDS	5.4 PTS (2018)	REDUCE BY 50% BY 2030

## CONTEXT

**THROUGHOUT ITS HISTORY, NEW YORK CITY HAS BEEN A LEADER IN CIVIC ACTIVISM, FUELED BY ITS DIVERSE AND PASSIONATELY ENGAGED POPULATION.** Historically, New Yorkers, many of whom came here from different countries and backgrounds, have participated in political and civil rights movements with the hope of creating a more equitable future for all. The Stonewall Uprising for queer liberation, the Young Lords Party for the self-determination of Latino and “third world” communities, and the shirtwaist garment workers strike — such organization and acts of resistance are examples of New York City’s central role in civil rights and social justice movements.

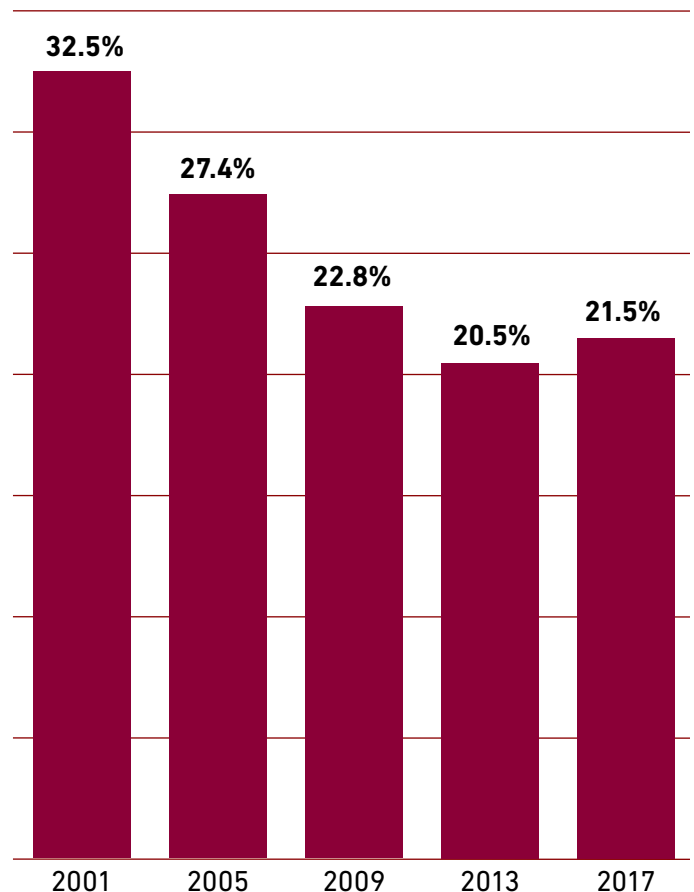
Today, the city has never been more diverse. Nearly 40 percent of the population is immigrants, and 68 percent of residents are people of color. We continue to welcome newcomers regardless of where they come from or their religion or sexual orientation, and we support their effort to seek opportunity and the chance to build a new life.

Yet, renewed forces of exclusion are more vocal now than ever, globally, nationally, and on our own streets. Anti-immigrant sentiment, hate crimes, nationalism, intolerance, and populism threaten the values and communities that make New York City a model of inclusion around the world, and compound existing problems of democratic engagement. Across the United States, monied interests have an outsized influence on our politics, and voter suppression, misinformation, voter fraud, and gerrymandering continue to disenfranchise communities, increase mistrust in democracy, and limit the ability of the government to be truly representative of diverse identities and beliefs.

In New York City, the federal refugee restrictions, travel bans, overly aggressive immigration enforcement, and heated rhetoric surrounding federal immigration policy have increased levels of fear and threatened to dampen participation in public life. Apathy is widespread, with many New Yorkers — especially the young and low-income voters — staying away from the polls. As few as one in five are casting ballots in nonpresidential elections, and more than 700,000 eligible New Yorkers are not registered to vote.

**Voter turnout in City elections has decreased over the past two decades.**

Source: Campaign Finance Board



The Sustainable Development Goals (SDGs) are the global blueprint adopted by all countries at the United Nations to achieve a better and more sustainable future for all, encompassing strategies to end poverty, improve health and education, reduce inequality, spur economic growth, and tackle climate change. By demonstrating directly how OneNYC 2050 aligns with the SDGs, we strengthen our efforts to build a strong and fair city. Our goal to achieve a Vibrant Democracy supports the following SDGs:



Learn more about the SDGs online at:  
<https://sustainabledevelopment.un.org/sdgs>

## PROGRESS

**NEW YORK CITY HAS MADE GREAT STRIDES SINCE 2015 IN THE AREAS OF CIVIC INNOVATION, IMMIGRATION, CRIMINAL JUSTICE, AND GENDER EQUITY.**

In 2018, New Yorkers answered the call to expand democracy by passing a charter reform to increase participatory budgeting, make community boards more accountable to residents, and improve civic engagement. The City created a chief democracy officer position charged with inviting residents everywhere to participate in democratic processes, both locally and nationally. We also launched the Civics for All initiative to educate students in the foundations of civic life, expanded the City's identification card (IDNYC), and made critical resources available to immigrants facing a changing federal legal landscape.

We took bold steps to address gender-based disparities by creating the Commission on Gender Equity, which addresses issues of inequity and discrimination facing girls, women, and transgender and gender non-conforming persons. We also took significant steps to support and affirm LGBTQ communities, by launching the NYC Unity Project, the City's first multi-agency policy and program initiative aimed at developing affirming services for lesbian, gay, bisexual, transgender, and LGBTQ communities across NYC. In 2017, New York City became the safest large city in the United States, with the lowest crime and incarceration rates. This was achieved through engagement and meaningful partnerships with communities, proving that a big city can keep its residents safe through greater community involvement and less reliance on enforcement and incarceration.

New York City has also been active on the global stage. World leaders convened at the United Nations in 2015 to commit to the Sustainable Development Goals (SDGs) of eradicating poverty, fighting inequality, and addressing climate change. In 2018, New York became the first city in the world to submit a review of progress on implementing the SDGs directly to the United Nations. New York City has also established itself as a global leader in the areas of climate change and immigration, partnering with cities around the world in coalitions such as the C40 Cities Climate Leadership Group, and leading more than 50 cities in 2018 to advocate for the inclusion of local voices in the negotiations around the Global Compact for Migration. When the United States withdrew from the Paris Climate Agreement in 2017, Mayor de Blasio took practical action by signing an executive order committing the City to the principles of the Paris Agreement, inspiring cities around the country to do the same.



## WHAT WE HEARD FROM NEW YORKERS

**APPROXIMATELY 15 PERCENT OF THE MORE THAN 14,000 RESPONDENTS TO OUR CITYWIDE SURVEY CITED TOPICS RELATED TO ACHIEVING A VIBRANT DEMOCRACY AS AMONG THE CITY'S MOST PRESSING NEEDS.** These topics included a diverse, inclusive, and good government, as well as immigrant rights. Voicing a need for increased community involvement in government, one respondent suggested "further efforts to proactively involve communities in defining issues and codesigning solutions." Another made a request for officials to "come to the neighborhoods, hear what communities have to say, and come up with a plan that makes sense for everyone." Respondents emphasized a desire for better representation in City positions, dissemination of information to the public, and recognition of racial inequities. As one resident put it, "City agencies should be led by diverse groups to make sure there is equity in decision-making." New Yorkers also want to see stronger protections, supportive services, and legal aid for immigrants. As one respondent said, "New York City should provide an opportunity for immigrants to access benefits without fear."





A POTENTIAL FUTURE MAYOR OF NEW YORK CITY.

Source: Mayor's Office of Photography

*“We need further efforts to proactively involve communities in defining issues and codesigning solutions.”*

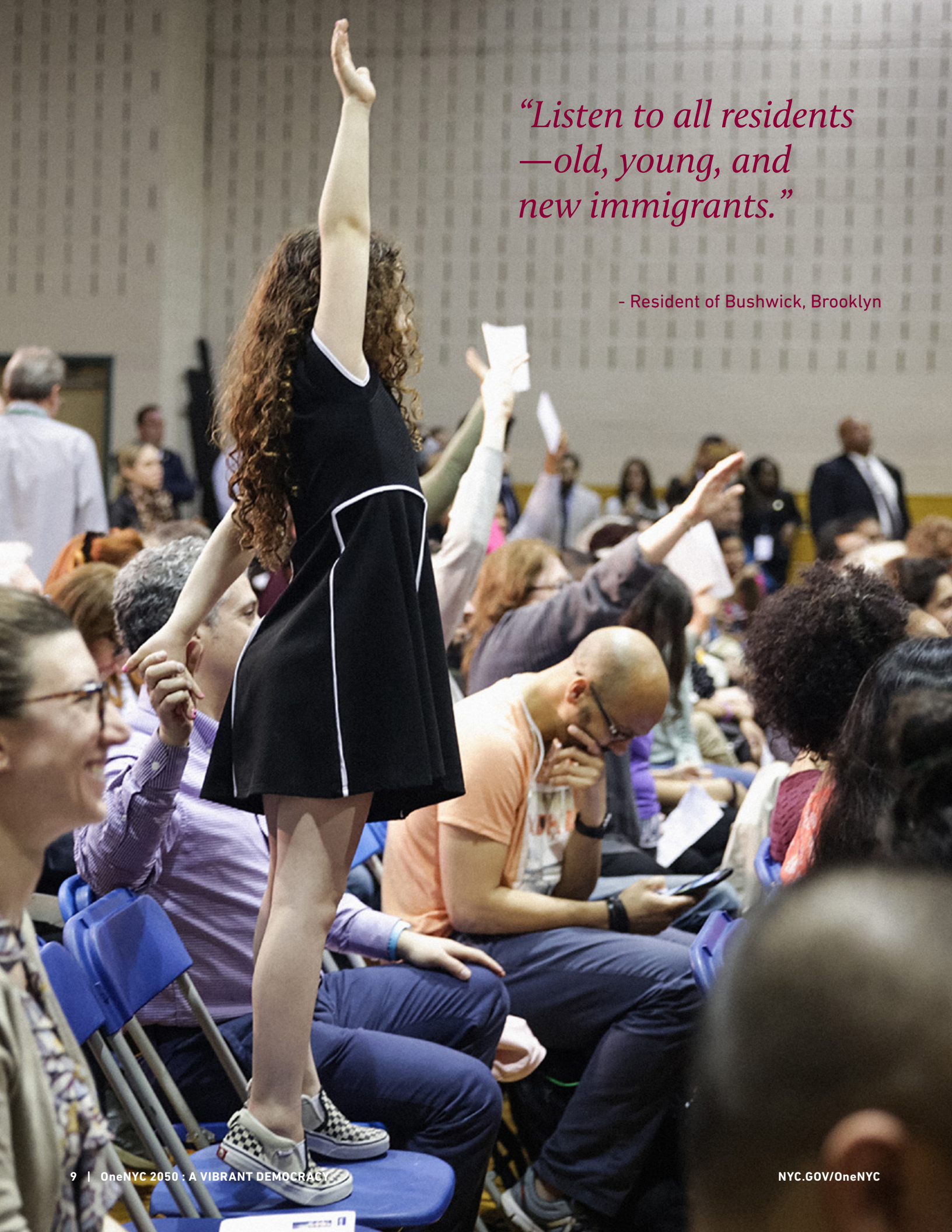
– Resident of Jamaica, Queens

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## WHAT WE WILL DO

**TO CREATE A VIBRANT DEMOCRACY, THE CITY WILL ENGAGE IN A DUAL STRATEGY OF REDUCING BARRIERS TO PARTICIPATION IN CIVIC LIFE, PARTICULARLY FOR UNDERSERVED NEW YORKERS, AND EXPANDING RESOURCES TO EMPOWER COMMUNITIES TO IMPROVE THEIR NEIGHBORHOODS AND BRING ABOUT MEANINGFUL CHANGE.** To reduce barriers to participation, we will expand voting rights, make polling sites more language accessible, enhance legal-assistance resources for immigrants, and create programs targeting the needs of specific races and justice-involved communities. The City will ensure all New Yorkers are counted in the 2020 Census, educated in the foundations of the democratic process, equipped to combat misinformation, engaged in participatory budgeting, and better able to access economic opportunities. We will continue to be on the front lines of city diplomacy to make sure our voice is heard in global policy discussions that impact the lives of New Yorkers.





*“Listen to all residents  
—old, young, and  
new immigrants.”*

- Resident of Bushwick, Brooklyn



# INITIATIVE 1 OF 30

## EMPOWER ALL NEW YORKERS TO PARTICIPATE IN OUR DEMOCRACY

**OUR DEMOCRACY IS STRONGEST WHEN PARTICIPATION IS ACTIVE AND WIDESPREAD, WITH RESIDENTS INFORMING AND SHAPING POLICIES THAT IMPACT THEIR LIVES, STRENGTHENING THEIR COMMUNITIES, SERVING THEIR NEIGHBORS, AND ADVOCATING NATIONAL AND GLOBAL ISSUES CRITICAL TO OUR SHARED FUTURE.** Only with an engaged public can we hold our political leaders accountable and fully leverage our city as a platform to drive global change. Yet voter participation and registration and citizen engagement in democratic processes are low, and vary by place. As a result, when the City seeks public input and facilitates community decision-making processes, the information it receives does not fully represent all residents equally across communities and agencies. While many organizations provide opportunities to get involved through volunteerism or community activism, these efforts do not reach everyone. Both the City and State can do more to strengthen our democracy and give all New Yorkers a voice.

### EXPAND VOTING RIGHTS AND REPRESENTATION TO BRING MORE NEW YORKERS TO THE POLLS

The right to choose our government is fundamental to our democracy. Despite recent reforms, New York State's archaic election laws have made it too difficult for many New Yorkers to exercise their right to vote, and too easy for well-funded special interests to influence the outcomes of elections. In early 2019, after years of advocacy by New York City, the State Legislature passed meaningful reforms to cap corporate contributions, introduce early voting, enable online registration, and allow 16- and 17-year-olds to preregister to vote, among other measures. Lawmakers also began the process to allow same-day voter registration and no-excuse absentee voting — two policies the City will actively support when they come up for vote in 2020.

But we cannot stop there. To increase voter participation, the State must enact automatic voter registration and restore voting rights for citizens on parole. In parallel, the City must increase voter registration among underrepresented groups. For example, the

City registered 10,000 young people during its first Student Voter Registration Day in 2018 — and intends to increase that number in 2019. We also hosted registration drives on Rikers Island to ensure the voices of justice-involved individuals are heard, and coordinated with advocates of New Yorkers with disabilities to broaden representation. These efforts will accelerate in the years ahead, with campaigns in all five boroughs encouraging more New Yorkers to exercise their right to vote.

Young people are least likely to turn out to vote, especially in nonpresidential years.

Source: New York City Campaign Finance Board

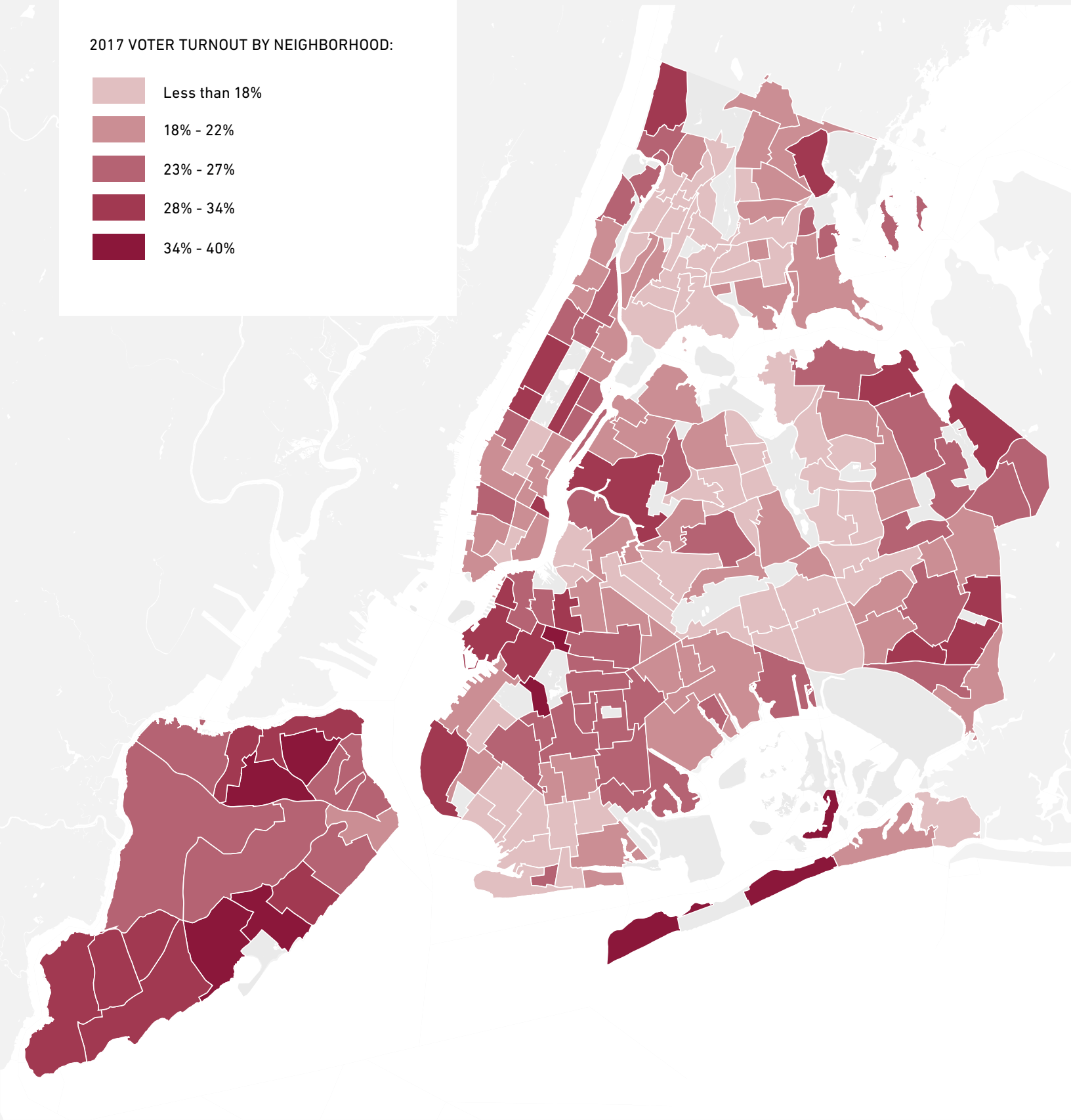
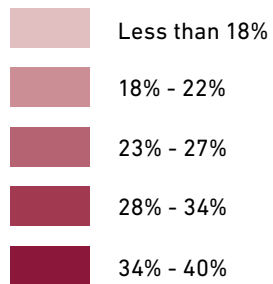
AGE	VOTER TURNOUT IN 2017
18 to 29	13.5%
30 to 39	19.6%
40 to 49	24.3%
50 to 59	29.9%
60 to 69	35.9%
70 and older	31.6%



## Voter turnout varies by neighborhood.

Source: Campaign Finance Board

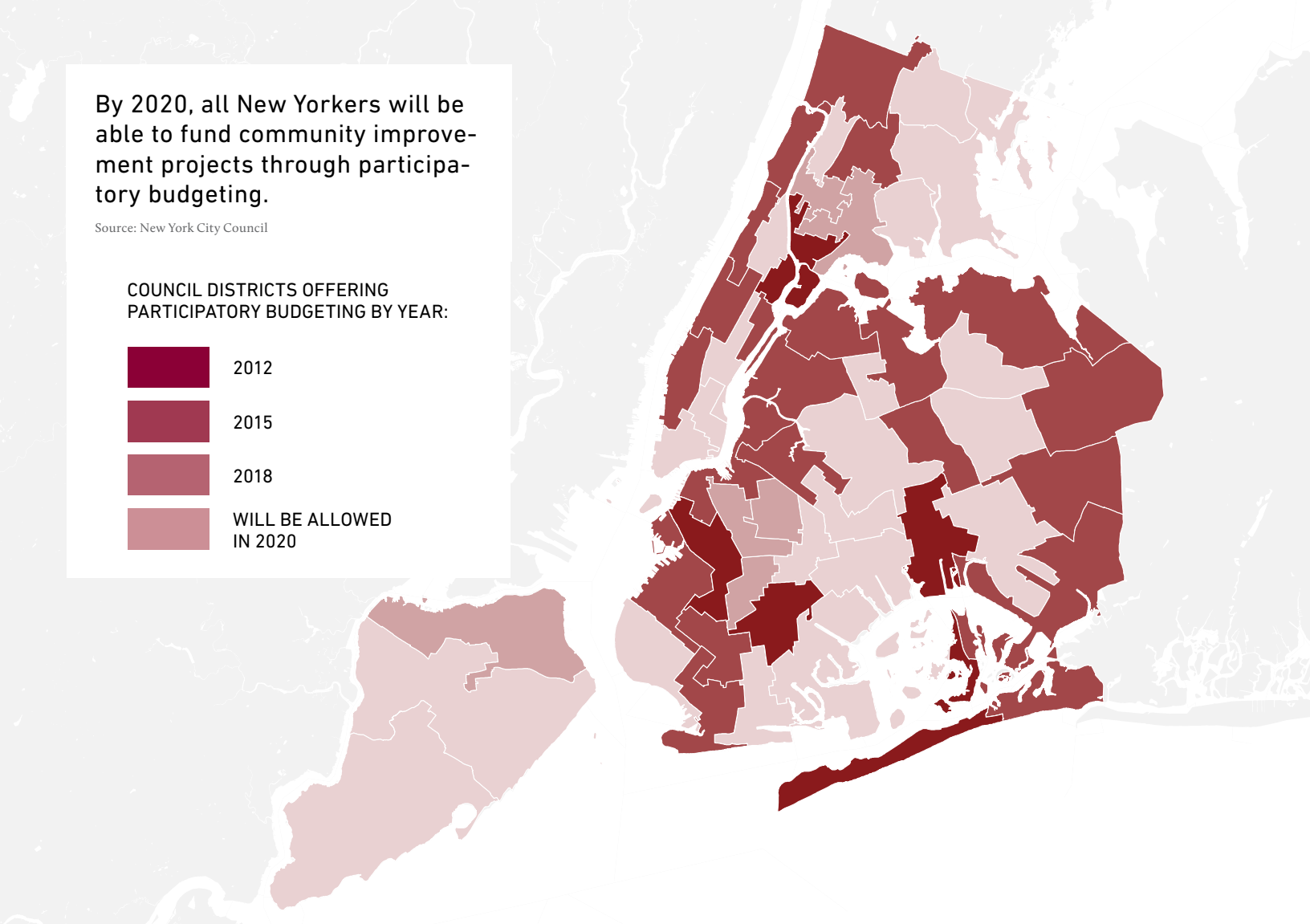
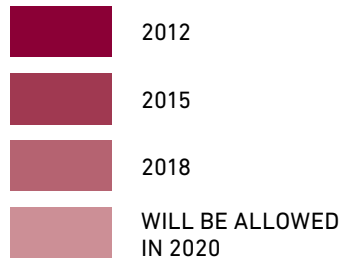
### 2017 VOTER TURNOUT BY NEIGHBORHOOD:



By 2020, all New Yorkers will be able to fund community improvement projects through participatory budgeting.

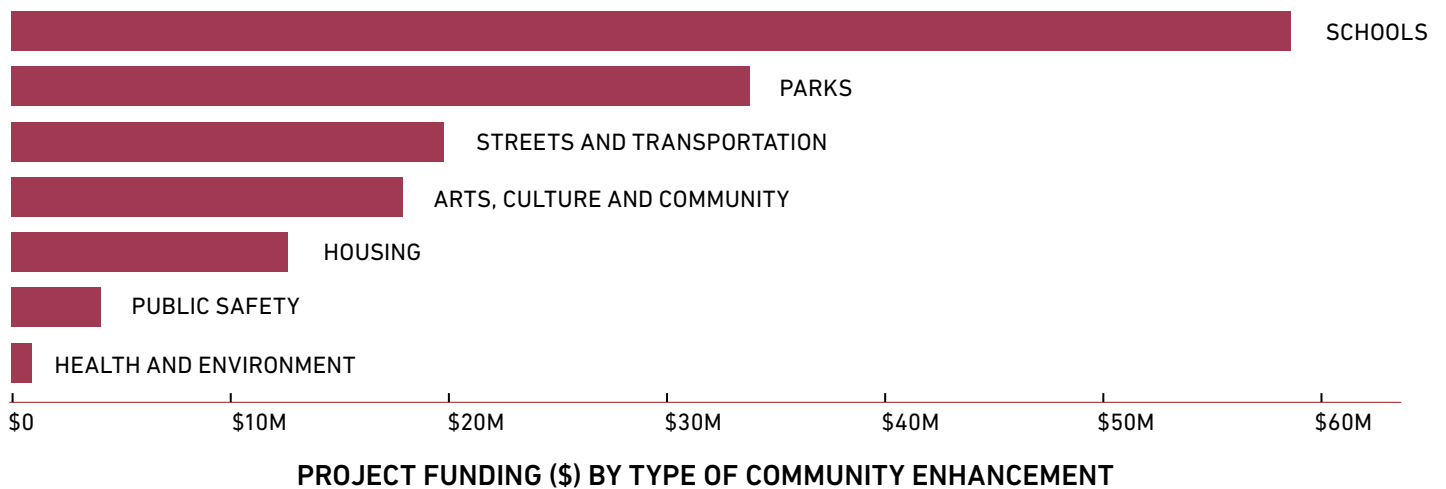
Source: New York City Council

COUNCIL DISTRICTS OFFERING PARTICIPATORY BUDGETING BY YEAR:



Projects funded by participatory budgeting since 2012 have focused on schools and community enhancements.

Source: Open Data: PBNYC



## EXPAND OPPORTUNITIES FOR DEMOCRATIC ENGAGEMENT

In 2018, New Yorkers voted decisively to establish a Civic Engagement Commission in order to have a greater say in policymaking. As the Commission begins its work, it will focus on three core areas:

- **IMPLEMENT PARTICIPATORY BUDGETING (PB) CITYWIDE TO GIVE NEW YORKERS A SAY IN HOW CITY DOLLARS ARE SPENT**

By 2020, New York City will ensure a citywide process is in place to facilitate participatory budgeting in every neighborhood — a process in which residents vote on improvement projects in their communities to fund with City capital dollars. Citywide PB builds on a program launched by the New York City Council in 2012, through which New Yorkers have directed \$210 million to more than 700 local projects. In 2018 alone, nearly 100,000 residents in 34 of New York City's 51 Council Districts voted to allocate more than \$36 million to more than 120 projects at schools, parks, libraries, public housing, and other public spaces in their communities. Their votes count regardless of citizenship status or age. The total dollars set aside for PB — and the number of local projects that will benefit from it — will grow in the years ahead.

- **PROVIDE LANGUAGE INTERPRETERS AT POLL SITES**

The U.S. Voting Rights Act requires the New York City Board of Elections to offer interpretation services for languages (Spanish, Mandarin, Cantonese, Korean, and Bengali) at poll sites. Still, we

need to do more in a city as diverse as New York. Beginning in 2017, the City has operated a pilot project to place interpreters at poll sites to provide assistance in other languages beyond those covered by the Voting Rights Act — including Russian, Haitian Creole, Yiddish, Polish, Italian, and Arabic in the past two years. The Civic Engagement Commission will formalize a program for providing language interpreters at poll sites to help eligible voters understand the issues, regardless of their English proficiency.

- **DEVELOP A CITYWIDE COMMUNITY ENGAGEMENT STRATEGY TO FOSTER GREATER COMMUNITY PARTICIPATION**

At any given time, dozens of City and community organizations — including community boards, City agencies, and community-based organizations — engage with the public to gather input and distribute information at hundreds of locations across the five boroughs and online. Community spaces such as libraries, community centers, and health centers serve more people in more ways than ever before — and many are places where New Yorkers go for trusted information and access to public services. The Civic Engagement Commission will assess the current landscape of civic activity to identify best practices and resource gaps, and opportunities for partnerships, and then develop a citywide strategy to enhance and expand its efforts. It will also establish a process to provide assistance and training to community boards related to land use expertise and language interpretation, to ensure all communities have access to resources to support local review.



## A CITY OF VOLUNTEERS

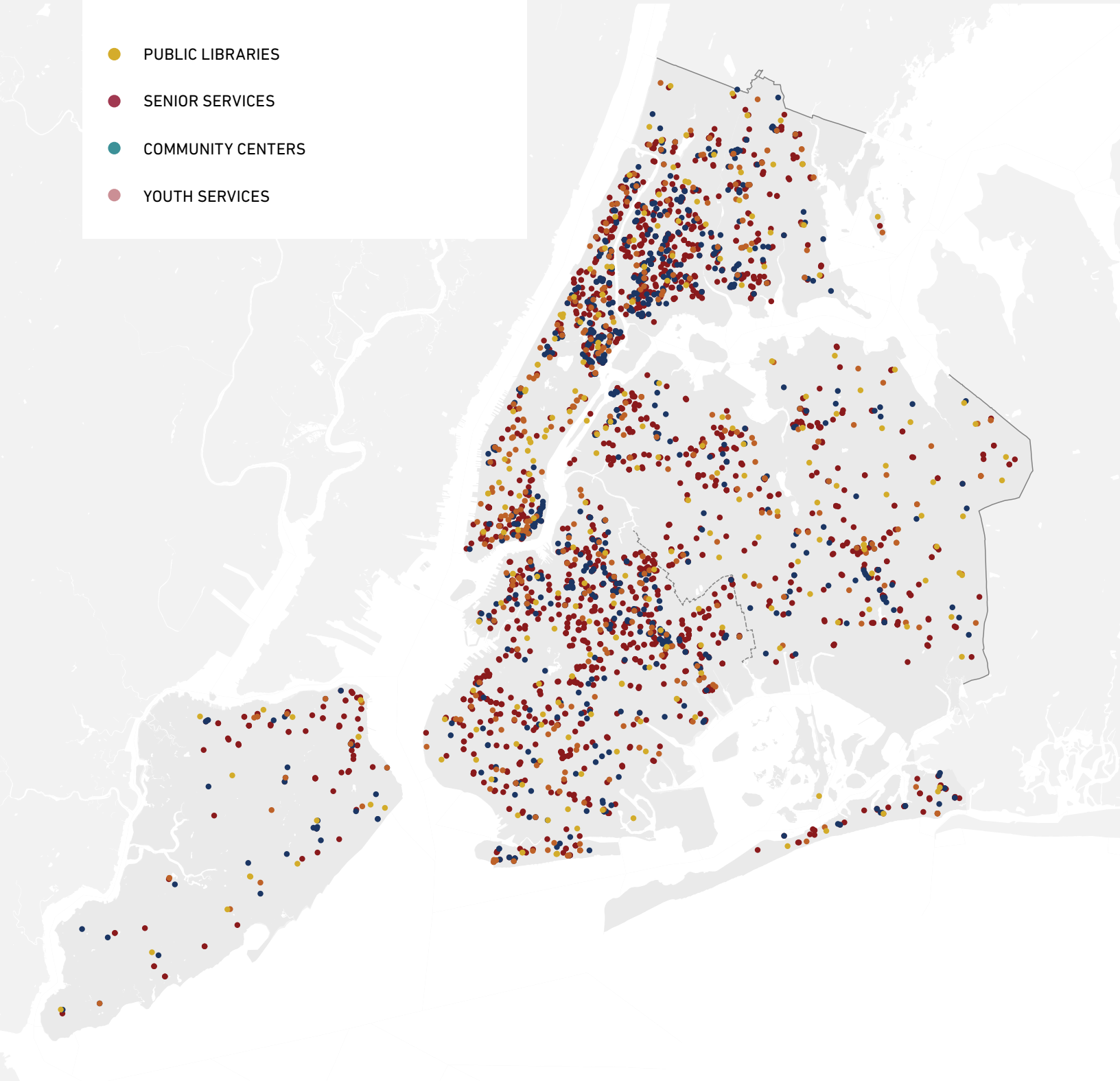
**NEW YORK CITY IS COMMITTED TO LEVERAGING THE UNIQUE STRENGTHS OF OUR DIVERSE COMMUNITIES**, and expanding neighborhood volunteer networks across the city to give every New Yorker a chance to serve. NYC Service connects New Yorkers to volunteer opportunities in all five boroughs through online platforms such as [nyc.gov/service](https://nyc.gov/service) — which features more than 800 nonprofits and City agencies, and is visited by more than 30,000 users each month. NYC Service also builds volunteer capacity among City agencies and community-based nonprofits to communicate their message, manage volunteers, engage new ones, and track impacts. Efforts are paying off: In 2018, NYC Service was able to track more than 1 million New Yorkers volunteering at more than 400 organizations — a 48 percent increase of reported volunteers since the City first began tracking volunteerism in 2014. We are committed to increasing those numbers. To learn more about how you can get involved, visit [nyc.gov/service](https://nyc.gov/service).



New York City has a robust network of community facilities that will be further leveraged through a coordinated engagement strategy.

Source: DCP

- PUBLIC LIBRARIES
- SENIOR SERVICES
- COMMUNITY CENTERS
- YOUTH SERVICES





RESIDENTS OF REGO PARK, FOREST HILLS, KEW GARDENS, AND RICHMOND HILL AT A TOWN HALL MEETING.

Source: Joanna Graham/Mayoral Photography Office

In addition, New York City will explore two new ways to promote civic connectedness and action: The first is a citywide sentiment survey that, if undertaken, would gauge New Yorkers' satisfaction with various aspects of city life, and solicit ideas for creating a better city. The survey would elevate the diverse perspectives needed to drive change and innovation, and build on the OneNYC 2050 survey, which polled more than 14,000 New Yorkers from every New York City neighborhood over six months. The second is an event aimed at engaging all New Yorkers in civic action. Every year, more than 250,000 people move to New York City. Hundreds of thousands more New Yorkers search for ways to get involved in their communities and in issues both local and global. The City will explore hosting or partnering on an event — part festival, part New York City “orientation” — that promotes civic connectedness and activism.

## LEAD A COMPREHENSIVE EFFORT TO COUNT EVERY NEW YORKER, AS PART OF THE 2020 CENSUS

The U.S. Census is a constitutionally mandated survey of the national population that takes place every 10 years. It is also used to determine each state's representation in Congress, and allocate billions of federal dollars for housing, health care, community development, and other programs. Ensuring an accurate count during each Census is particularly critical to New York City,

as the Census provides rich demographic data the City uses to set policy. And the stakes will be particularly high in 2020, as the federal government plans to add a question to the Census regarding citizenship status that will likely discourage thousands of immigrant New Yorkers from completing a Census form, thus reducing our overall count. New York City has joined states and municipalities from across the country to block the citizenship question. Yet even beyond this question, we recognize the urgent need to reach hundreds of thousands of New Yorkers in “hard-to-count” households — those who are unlikely to respond on their own to the Census forms, and therefore require an in-person follow-up.

Starting this year, the City is spearheading a comprehensive, multiyear effort to count every New Yorker — an effort that will also serve as a model for future Censuses in 2030 and beyond. Strategies will include:

- Digital-first tactics to encourage web responses, correct misinformation, and leverage City data to target in-person outreach most effectively
- Social media and print-ad campaigns showing how everyday experiences and essential needs are linked to the Census count, and using influencers to push messages about the importance of being counted and the confidentiality of Census responses
- Mobilization of City street teams, community organizations, and public volunteers to spread awareness and make sure every New Yorker is counted on Census Day, April 1, 2020



YOUTH EMCEES SPEAK AT THE ANNUAL NYC YOUTH LEADERSHIP COUNCIL END OF YEAR CELEBRATION, WHICH HIGHLIGHTS THE WORK OF YOUTH LEADERS CITYWIDE.

Source: NYC Service

## INCREASE DIGITAL LITERACY AND COMBAT THE MISINFORMATION AND HATE SPEECH THAT THREATENS DEMOCRACY

Maintaining the city's democracy will increasingly depend on the digital and data literacy of New Yorkers of all ages. In 2018, more than half of all NYC 311 service requests were submitted digitally, while the 2020 Census will be the first to encourage responses via an online form. Both are examples of how engaging with government through digital platforms is becoming more commonplace. NYC Open Data — the nation's largest free municipal data service — is a digital pathway for New Yorkers to learn more about how government works, and to use data to better understand their communities. To leverage the NYC Open Data Program, New York City will:

- **INCREASE THE USABILITY OF THE NYC OPEN DATA PLATFORM** by improving resources through Metadata for All, continuing efforts in universal design and accessibility, and developing new product features to enable discoverability and usability of the data.
- **TRAIN STUDENTS FROM THE CITY UNIVERSITY OF NEW YORK (CUNY)** to identify, collect, clean, and publish data from its 24 different college campuses onto NYC Open Data.
- **DEVELOP A REPOSITORY OF OPEN SOURCE EDUCATIONAL RESOURCES** to empower teachers, including curriculums for teaching data, computer science, statistics, and civics using open data, and commissioning curriculums for targeted communities such as data journalists, activists, nonprofits, and New York City staff.

- **EMPOWER LOCAL ACTIVISTS AND RESEARCHERS** to publish community-collected data onto NYC Open Data and provide a civic solutions pathway for locally developed data-driven solutions.
- **SCALE CIVIC DATA LITERACY EFFORTS** by training volunteers across all five boroughs to provide NYC Open Data training at libraries and other community centers.
- **INCUBATE THE FIRST NYC OPEN DATA ADVISORY COUNCIL**, composed of leaders from academia, nonprofits, civic technology organizations, and City agencies, which will inform the vision and expansion of the City's Open Data program.

We also recognize the threats posed by coordinated online misinformation during elections and other important public campaigns. As such, New York City will educate New Yorkers to identify and combat misinformation by expanding the City's free NYC Secure App, launch public awareness campaigns, and leverage the City's various communications channels at critical moments. Launched in 2018, NYC Secure has become a model for how to effectively inform residents to protect their smartphones from cyberattacks and data breaches. To build on this progress, NYC Cyber Command (NYC3), an organization created by executive order to lead the City's digital defense efforts, will enhance the application in future iterations to better safeguard users' digital lives. Through a partnership among NYC3, New York City's chief democracy officer, and leaders across local government, we will launch public awareness campaigns concerning digital content and recognizing misinformation, especially during critical moments such as Election Day.





MAYOR BILL DE BLASIO HOLDS AN EVENT FOR THE SUMMER YOUTH EMPLOYMENT PROGRAM AT THE HENRY STREET SETTLEMENT IN MANHATTAN.

Source: Michael Appleton/Mayoral Photography Office

## EMPOWER THE NEXT GENERATION OF NEW YORKERS TO BECOME INFORMED RESIDENTS AND ACTIVISTS

A vibrant democracy depends on the passion and engagement of young adults. Activating youth is a core strategy to promote civic leadership and foster a diverse and inclusive government. To support and promote youth involvement in civic action, New York City will:

- **TEACH STUDENTS ACROSS THE CITY ABOUT THE FOUNDATIONS OF DEMOCRACY**

New York City believes teaching the foundations of American government and the democratic process is necessary to building more-engaged, active future citizens and informed voters. Launched in 2018, Civics for All is an interactive, culturally relevant civics education program that will be available to all grade levels in all communities by fall 2019. The curriculum uses real-life learning opportunities — including research projects, participatory budgeting, field trips, week-long celebrations of civic engagement, and public-speaking competitions — to cultivate future generations of engaged, active, and informed leaders.

- **PROMOTE COMMUNITY ORGANIZING THROUGH A YOUTH DEMOCRACY CORPS AND YOUTH LEADERSHIP COUNCILS**

The City will train a segment of the 70,000 annual Summer Youth Employment Program participants in the fundamentals of economic democracy, the belief that major economic decisions should be made by broad stakeholders, including the public, not just corporate shareholders. These interns between the ages of 14 and 24 will work on the 2020 Census and other initiatives focused on civic engagement, community organizing, and grassroots change. The City will also grow the number of NYC Youth Leadership Councils (YLC) to 300 in City agencies, NYPD precincts, schools, and nonprofits across the city by 2021. These YLCs will enable 4,500 high school youth from diverse communities and socioeconomic backgrounds to influence City policies.

## INITIATIVE 2 OF 30

# WELCOME NEW NEW YORKERS FROM AROUND THE WORLD AND INVOLVE THEM FULLY IN CIVIC LIFE

### OUR DIVERSE IMMIGRANT RESIDENTS FUEL THE DYNAMISM OF OUR SOCIETY, OUR ECONOMY, AND OUR DEMOCRACY.

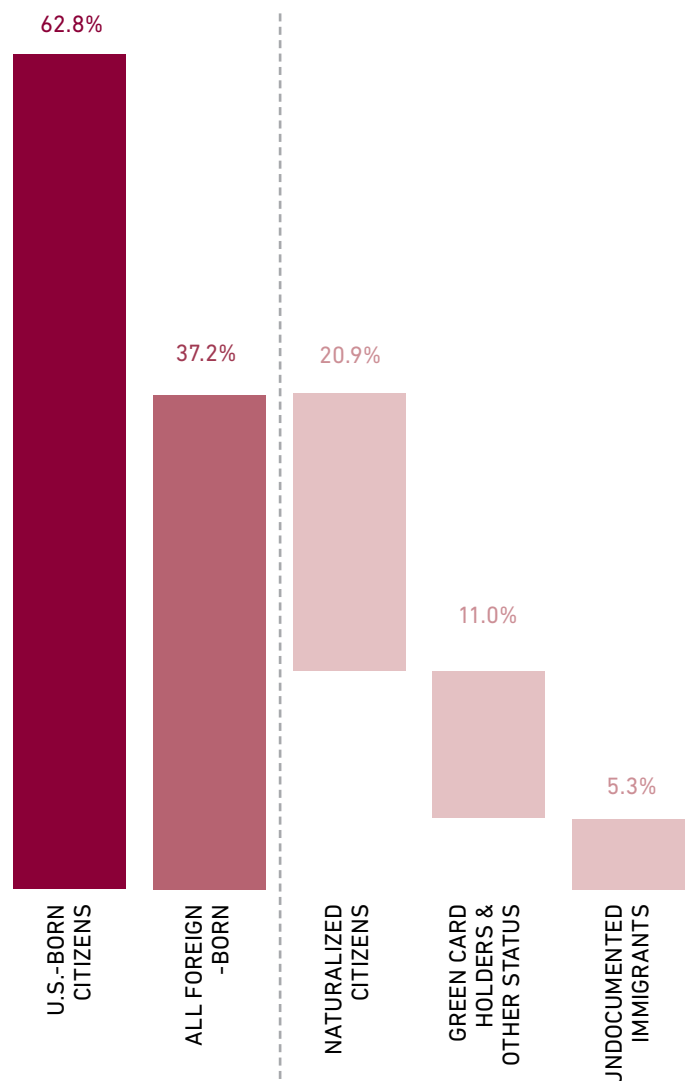
New York City is home to more than three million foreign-born residents. More than half have naturalized, but some 1.5 million remain noncitizens. Moreover, more than one million households are of mixed status, meaning they have at least one undocumented family member. In this city of immigrants, we are committed to doing more to help New Yorkers from around the world thrive in the city's civic life. New York City will strengthen our reputation as a welcoming city for individuals of all documentation statuses, and help all immigrants integrate into the civic, economic, and social fabric.

### EXPAND THE REACH OF IDNYC

IDNYC, the City's municipal identification card, was launched in 2015 and has grown to more than 1.2 million cardholders. The program reaches those in highest need of identification and access to services, as well as those seeking additional opportunities to engage in the cultural life of the city. With the unprecedented reach of this program in traditionally underserved communities such as disconnected youth, the homeless, undocumented immigrants, and LGBTQ residents, IDNYC represents an important opportunity to provide more and deeper connections to services and supports. To better serve IDNYC cardholders, the City is exploring IDNYC functionality that would give cardholders the choice to opt in to low-cost banking services like low-cost cash-loading, withdrawals, and debit card purchases in order to expand its banking utility beyond the 14 existing banks and credit unions that currently accept the card.

More than one in three New Yorkers is foreign born, and nearly one in five is a noncitizen.

Source: U.S. Census Bureau, American Community Survey







IN 2017, IDNYC HIT A MAJOR MILESTONE, ENROLLING ITS ONE MILLIONTH CARDHOLDER.

Source: MOIA

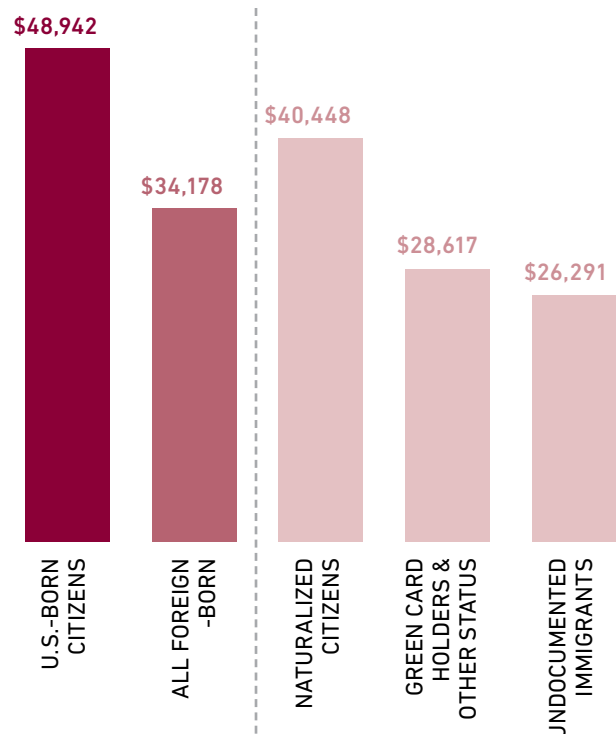
## RAISE NATURALIZATION RATES THROUGH TARGETED OUTREACH AND ASSISTANCE

Increasing immigrant access to citizenship is a powerful tool for fighting poverty, and has been shown to lead to higher rates of home ownership, better pay, increased political participation, and protection from deportation. Naturalized citizens can vote in national and local elections, are protected from deportation, travel with a U.S. passport, qualify for federal government jobs, and can access the same government benefits as U.S.-born citizens. Expanding citizenship pathways helps immigrants achieve greater economic, social, and political stability. Naturalization also benefits New York City as a whole. A 2015 report commissioned by the Mayor's Office of Immigrant Affairs (MOIA) found that government benefit expenditures would decline by \$34 million if all residents went through the process of naturalization.

The City is exploring methods of raising the naturalization rate among those who are eligible to naturalize but have not yet done so. Importantly, a substantial number of these immigrants are eligible for full or partial waivers of the federal application fees, and may therefore apply for free or at half the cost, thereby helping to address one of the major barriers to seeking citizenship. In addition, the City is exploring ways of empowering newly naturalized New Yorkers to impact policy and become leaders in their community, through expanded voter education, voter registration, language access at the polls, and other forms of civic participation.

Non-naturalized and undocumented immigrants earn lower median incomes than the citywide average.

Source: MOIA







DOMINICANS CELEBRATING INTERNATIONAL HERITAGE WEEK.

Source: MOIA

## PROTECT AND PROVIDE RESOURCES TO SUPPORT NEW AND UNDOCUMENTED NEW YORKERS

Recently arrived New Yorkers, especially those lacking documentation, have long faced exploitation and challenges accessing services. Policy changes and increased immigration enforcement at the federal level have created particularly acute needs for immigrant New Yorkers already navigating a complex and broken immigration system. New York City will:

- **PROVIDE DEPORTATION ASSISTANCE IN THE FACE OF OVERAGGRESSIVE ENFORCEMENT**

Through City-managed legal services, programs such as ActionNYC, the Immigrant Opportunities Initiative, and others, the City facilitates the provision of high-quality advice and representation, and helps trusted providers build their capacity to assist immigrant communities. The City has dramatically expanded funding for these services in recent years, paying particular attention to addressing crises precipitated by federal policy changes such as the travel ban, family separation, and attempts to terminate Deferred Action for Childhood Arrivals (DACA) and Temporary Protected Status (TPS) designations. The City is exploring avenues to expand legal representation even further.

- **GUARANTEE AFFORDABLE HEALTH CARE REGARDLESS OF IMMIGRATION STATUS**

Recognizing that inequities persist in health care access for immigrant residents — and in particular, undocumented immigrants — the City will guarantee access to care for all. The NYC Care initiative, set to launch in the Bronx in the summer of 2019, will provide support to uninsured and underinsured residents, including a population of undocumented residents estimated at about 300,000 — a number that is expected to rise due to the chilling effects created by the proposed federal public charge rule and ongoing immigration enforcement concerns. The City is undertaking a large-scale effort to connect any and all residents in need of health care services, regardless of their immigration status. (see more in *Healthy Lives*).

- **PROVIDE PROTECTIONS FOR IMMIGRANT WORKERS TO PREVENT EXPLOITATION AND UNFAIR LABOR PRACTICES**

Low-wage workers, a disproportionate number of whom are immigrants, are at increased risk of being victimized by unfair labor practices. In New York City, low-wage immigrant workers are more than twice as likely as other low-wage workers to be paid below the minimum wage. The City is exploring expansions of legal services for workers, as well as legislative, policy, and public education measures to address unfair practices in immigrant-dense sectors with high rates of exploitation, including home care, nail salons, taxi services, and the construction industry.

- **ADVOCATE FOR DRIVER LICENSES FOR UNDOCUMENTED NEW YORKERS**

The City's IDNYC program has helped address the need for valid government-issued identification, but does not grant permission to drive. The exclusion of undocumented immigrants from State driver licenses denies tens to hundreds of thousands of residents the ability to drive their children to school, drive a family member to a doctor's appointment, or find work to support themselves and their families. Based on so many other jurisdictions (12 states, as well as the District of Columbia and Puerto Rico) offering all of their residents the opportunity to apply for a driver license suggests that doing so is good for everyone — not just the immigrants who gain eligibility for licensure. Issuing licenses to all may increase the willingness of immigrants to engage with law enforcement, lower auto insurance premiums, and increase the safety of everyone on the roads by ensuring all drivers have passed a driving test. The City will continue to advocate for this measure to be adopted by the State Legislature.

**The City-funded New York Immigrant Family Unity Project has increased the rate of clients avoiding deportation to 48 percent from 4 percent — a remarkable 11x increase.**

## A CITY OF IMMIGRANTS

*“New York City was built by hard-working immigrants. We should be the national leader in immigrant safety and rights today.”*

- Resident of Woodside, Queens

New York has always been a city of immigrants, with diverse people from around the globe coming here to make a better life for themselves and their families. This influx of immigrants is an integral part of our city fabric, shaping our identity as an open and welcoming place that values equality and inclusion. In today's immigration climate, it is essential to highlight that immigration does not undermine American success, but rather we must stand strong against the attacks that threaten the character of the five boroughs.

At almost 40 percent of New York City's population, and nearly half our total workforce, immigrants are undeniably integral to the city's economy, bringing diverse skills and multilingual assets to the workforce. They also make up significant

percentages of key sectors, including food service, construction, health care, and retail, wherein the City is investing to build industry partnerships and career pathways.

In addition to providing significant economic benefits, immigrants are a vital part of New York City communities. With more than 200 languages spoken in immigrant-majority neighborhoods, New York City epitomizes a dynamic melting pot, with diverse activities, cultural institutions, stores, and restaurants with global cuisines. The continuing inflow of immigrants should be a lasting source of pride for all New Yorkers.





HUNDREDS OF MUSLIMS PRAY OUTSIDE BROOKLYN BOROUGH HALL TO PROTEST THE FEDERAL EXECUTIVE ORDER RESTRICTING IMMIGRATION FROM SEVEN MUSLIM-MAJORITY COUNTRIES.

Source: Michael Appleton/Mayoral Photography Office



## INITIATIVE 3 OF 30

# PROMOTE JUSTICE AND EQUAL RIGHTS, AND BUILD TRUST BETWEEN NEW YORKERS AND GOVERNMENT

**WE LIVE IN THE SAFEST BIG CITY IN THE UNITED STATES WITH THE LOWEST INCARCERATION RATE OF ALL LARGE U.S. CITIES. WE ARE ALSO A BEACON OF DIVERSITY AND INCLUSION, WELCOMING AND EMBRACING PEOPLE OF ALL BACKGROUNDS.**

We must commit further to neighborhood safety and justice. Democratizing how we keep the peace will make our city even safer and fairer. This means tipping the balance from relying primarily on law enforcement to sharing this work with residents of all ages, community-based organizations, and city agencies. It also means acting on the decades of research and experience demonstrating that safety is the organic result of access to learning, work, and play, along with revitalized environments that bring people together and promote civic engagement.

The City, through the Mayor's Office of Criminal Justice supports and promotes approaches rooted in the idea that safety should be a collaborative effort between residents and their government especially in neighborhoods with elevated levels of crime and a history of both discrimination and disinvestment. Through a set of signature initiatives, the City is engaging local leaders, community-based organizations, and residents in efforts to build durable and lasting peace and create more trust in government.

We must also commit to equal rights for all. Every year, thousands come to New York City because they believe that — on account of their gender identity, sexual orientation, race, or religion — they have a better chance of building a successful life here than where they came from. We must uphold that belief by creating a government that reflects and represents our diverse population, and lead the national conversation on identity and equal rights.



A PARTICIPANT IN THE 49TH ANNUAL NEW YORK CITY PRIDE MARCH IN 2018.

Source: Ed Reed/Mayoral Photography Office

## BRING TOGETHER RESIDENTS, AGENCIES, AND COMMUNITY-BASED ORGANIZATIONS TO INCREASE NEIGHBORHOOD SAFETY AND TRUST

The Mayor's Action Plan for Neighborhood Safety (MAP), launched in July 2014. This complex City initiative channels resources into 15 high-need public-housing developments and surrounding neighborhoods, and, more significantly, creates a larger role for residents in improving their own communities — because stronger neighborhoods are also safer ones. In 2016, MAP launched NeighborhoodStat (NSTAT), a problem identification and solving process that brings together residents, government, and nonprofits. MAP enhanced NSTAT in 2018 by expanding it to the local level in all 15 MAP communities. Facilitated by MAP engagement coordinators, local NSTAT meetings are led by stakeholder teams made up of residents and partners from over 10 City agencies who gather to discuss issues of concern, identify common goals, and begin the process of organizing people and resources to implement real change. As NSTAT ensures more residents have the opportunity to have their voices heard, the City will continue to support it.

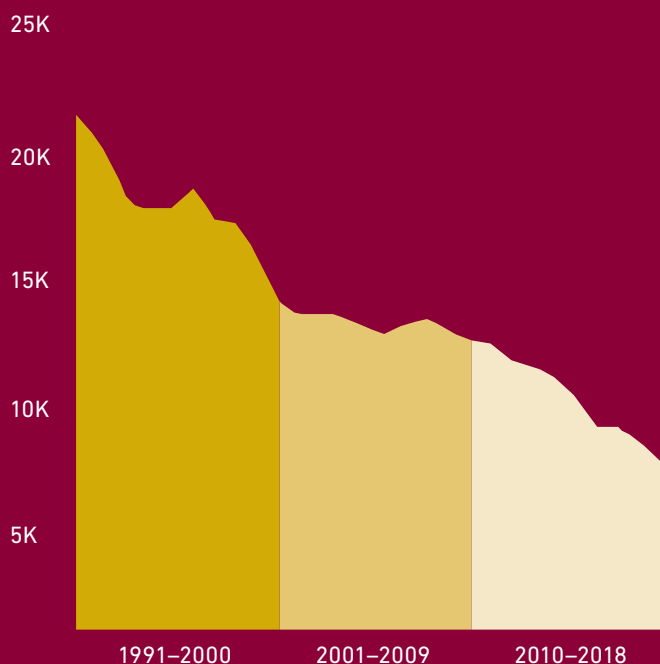
## INVEST IN COMMUNITIES WORKING TO END GUN VIOLENCE IN NEW YORK CITY

The Mayor's Office to Prevent Gun Violence (OPGV) serves as a coordinating agency, linking City initiatives, community-based nonprofit organizations, and everyday New Yorkers to partner in creating healthy, vibrant communities and addressing the causes and traumas of gun violence in New York City. The City, through OPGV, is built on the understanding that violence is a crisis with roots in structural racism, economic distress, trauma, and behavioral and public health. Community engagement, a true partnership with the people and organizations most affected by gun violence, is at the center of OPGV's approach. City programs, such as the Peer Leadership Council and Safe in the City grants, enable the participation of youth in community responses to violence, and fund residents who are positioned to create the strongest impact within their own communities.

In 2018, the City announced an additional \$34 million investment in evidence-based strategies to prevent gun violence throughout the city. The new funding will enable OPGV to launch five mobile trauma units, expand the Crisis Management System with four new locations in the Bronx and Brooklyn, hire six new domestic violence coordinators, and support the formation of a new public safety coalition in Bushwick, following the success of the first coalition in East Flatbush (see more in *Thriving Neighborhoods*).

New York City's average daily jail population decreased by more than 60 percent between 1991 and 2018.

Source: New York City Department of Correction



## SAFELY REDUCE THE CITY'S JAIL POPULATION

### THE CITY'S GOAL IS TO OPERATE THE SMALLEST JAIL SYSTEM POSSIBLE WITHOUT COMPROMISING PUBLIC SAFETY.

This is a matter of justice: no one should ever be incarcerated who does not pose a risk, either to public safety or of not returning to court. And those who are in jail should be matched with programs in jail in an effort to address their needs and form connections with community-based supports, thereby helping them reintegrate into their communities upon release — a model that can successfully reduce recidivism and encourage positive, productive outcomes.

To meet this goal, the City released “Smaller, Safer, Fairer: A Roadmap to Closing Rikers Island” in 2017, detailing 18 concrete strategies that will move the City toward a smaller jail population, safer facilities, and fairer culture inside jails. In 2014, there were more than 11,000 people in city jails. By the end of 2018, that number had dropped 30 percent to below 8,000 — the lowest since 1980. By continuing these strategies to reduce the number of people who enter jail, and the amount of time people spend in jail, the City will work toward the goal of safely reducing the size of the jail population to 7,000 by 2022. (Learn more about the City's neighborhood justice strategies in *Thriving Neighborhoods*.)



## ADVANCE DIVERSITY IN LEADERSHIP ROLES

A democratic government must be representative of its population. To that end, the City will create a Borough Civic Leadership Academy in partnership with borough presidents to increase the pool of candidates prepared for public leadership opportunities. The academy aims to create an equitable leadership pipeline by recruiting New Yorkers who are representative of diverse race, gender identity, sexual orientation, and other backgrounds to serve in civic leadership positions around the City.

Cultural institutions in New York City must also reflect the city's diversity of age, race, gender, and disability. In 2016, the Department of Cultural Affairs (DCLA) found that only 38 percent of employees at cultural organizations are people of color. To promote equity in the cultural workforce at City-supported institutions, DCLA will continue to support the CUNY Cultural Corps, a program that places undergraduate students in paid internships at the city's cultural organizations. To help junior-level staff grow into the next generation of cultural leaders, DCLA will pilot a professional development program for cultural workers as an investment in the future of our students, our cultural organizations, and our City.

Through these efforts, the City will aim to build an inclusive leadership pipeline by recruiting, training, and preparing a diverse group of New Yorkers to meaningfully participate in public service in and out of City government.

## ADVANCE GENDER EQUITY BY ENGAGING DIVERSE STAKEHOLDER GROUPS

Conversations to advance gender equity must include voices that are representative of the city's diverse population, including the spectrum of gender identity, age, race, and immigration status. Among the strategies the City is exploring are hosting gender equity summits across the city to gather feedback on program offerings; building a network of cisgender and transgender males to help change culturally informed norms of masculinity, and foster the accountability of men for advancing gender equity for all New Yorkers; and engaging youth who represent diverse gender identities, sexual orientations, and backgrounds in conversations on gender equity to inform program offerings that increase youth voice in City agency work.

## ADVANCE LGBTQ EQUITY CITYWIDE

The NYC Unity Project — the City's multi-agency strategy to deliver services to LGBTQ young people — will continue to engage its diverse stakeholders, including its Youth Council and Faith Network, to ensure programs and services support LGBTQ communities. Given high poverty, homelessness, and unemployment across LGBTQ communities, the Unity Project will build upon commitments aimed at ensuring greater LGBTQ equity in employment services and homelessness prevention programs.

## EDUCATE NEW YORKERS ABOUT HUMAN RIGHTS

New Yorkers must have greater knowledge of human rights and human rights law to understand global challenges and engage local government to ensure their rights are protected. To this end, the New York City Commission on Human Rights will continue to enforce and educate the public about the City Human Rights Law, the nation's most progressive and expansive civil rights legislation. The commission will continue to conduct educational workshops, town halls, roundtables, and listening sessions in multiple languages to educate New Yorkers about discrimination based on race, religion, disability, gender identity, and/or sexual orientation.

The New York City Commission on Human Rights will also deepen after-school and community-based programs to empower youth with rights-based information and promote self-confidence, pride, and a sense of responsibility to one another. For example, a peer-mediation program de-escalates tension between students, as well as empowering them to create their own solutions to conflict. Other Commission programs for youth focus on empowerment of young women, dismantling white supremacy, and human rights education, such as equitable quality education and gender equality.



A NEW YORKER CELEBRATES LGBTQ PRIDE MONTH DURING AN EVENT AT GRACIE MANSION IN 2018.

Source: Ed Reed/Mayoral Photography Office

# INITIATIVE 4 OF 30

## PROMOTE DEMOCRACY AND CIVIC INNOVATION ON THE GLOBAL STAGE

**THE MAJORITY OF THE WORLD'S POPULATION NOW LIVES IN CITIES — AND THE SHARE IS GROWING, MAKING THE ROLE OF CITY GOVERNMENTS MORE IMPORTANT THAN EVER.** Cities stand on the front lines of challenges such as climate change, inequality, and migration, even as some national governments abandon global commitments on these issues. As host city to the United Nations and home to the largest diplomatic community in the world, New York City is uniquely positioned to ensure cities have a say in global policy decisions that impact the lives of New Yorkers. New York City will work with cities around the world to strengthen efforts to promote democracy and civic innovation worldwide.

### PROVIDE GLOBAL LEADERSHIP ON CLIMATE, MIGRATION, AND OTHER SHARED CHALLENGES

When the United States withdrew from the Paris Climate Agreement in 2017, Mayor de Blasio took practical action by signing an executive order the very next day committing New York City to the principles of the Paris Agreement, inspiring cities around the country to do the same. A few months later, we became the first city in the world to publish a plan to meet the goals of the Paris Climate Agreement. These actions build upon our longstanding leadership in the area of climate change, having partnered with cities across the world in coalitions such as the C40 Cities Climate Leadership Group. Additionally, New York City is at the forefront of global migration advocacy. While local governments don't get to decide who comes to our cities, we are responsible for the well-being and inclusion of our new arrivals, from access to education and health care, to their relationships with law enforcement. Cities have a responsibility to make sure our new neighbors have the resources to thrive. That's why we assembled a coalition of 50 cities to advocate for the inclusion of local voices in the global migration dialogue. We will continue to lift up the collective voices of cities in the implementation of the Global Compact for Migration, pressing for measures such as expanded access to public services for immigrants worldwide, ensuring access to proof of identity, and more. Despite New York City's progress, we remain a city with daunting challenges, just like the global community we reflect. At the same time, New York City is a hub for finance, tech, and creativity, and is therefore

a place of opportunity and ultimately hope for the world. We will continue to engage in city diplomacy to both learn from municipalities around the world, and share the strategies that have succeeded here.

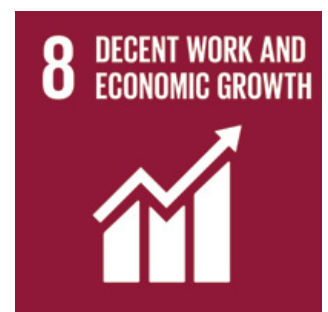
### LEVERAGE SDGS AS A FRAMEWORK TO SHARE SUSTAINABILITY CHALLENGES AND SOLUTIONS

New York City is committed to doing its part to realize the SDGs. The Mayor's Office for International Affairs (IA) established the Global Vision | Urban Action program to share New York City's innovations in sustainability with cities and countries from around the world. Through this program, the City invites the diplomatic corps to visit communities to see firsthand how the City is implementing SDGs at the local level, and to discuss shared challenges. In turn, New York City represents local voices at the UN to infuse our city's perspective into global policy discussions regarding the implementation of the SDGs. We will continue to strengthen New York City's relationships with cities across the world to help achieve all 17 SDGs by 2030.

### EMPOWER STUDENTS TO LEAD ON THE GLOBAL STAGE

Youth engagement is key to achieving the SDGs. We will continue to empower youth through the NYC Junior Ambassadors program. This program empowers seventh graders (ages 11–13) to become global citizens actively engaged with the United Nations and its mission of addressing the most pressing challenges in the world through curated tours of the United Nations, classroom visits from diplomats, and a community project designed to address the priorities selected by each class.





THE 17 SUSTAINABLE DEVELOPMENT GOALS (SDGs) ARE THE GLOBAL BLUEPRINT ADOPTED BY ALL COUNTRIES AT THE UNITED NATIONS TO ACHIEVE A BETTER AND MORE SUSTAINABLE FUTURE FOR ALL. IN 2018, NEW YORK BECAME THE FIRST CITY IN THE WORLD TO SUBMIT TO THE UNITED NATIONS A REVIEW OF PROGRESS ON IMPLEMENTING THE SDGS.

# THE PATH FORWARD

**TO ACHIEVE OUR GOALS, WE MUST HAVE A PLAN AND HOLD OURSELVES ACCOUNTABLE.** Here, we identify the actions that are necessary to achieve our goals, the owners of each action, and the indicators that will help us measure progress and ensure success. We are also constantly working to raise our ambitions, with several opportunities in the near future to add more detail to select indicators and targets. For further information and a complete set of interim milestones, see our detailed action plans at [nyc.gov/OneNYC](http://nyc.gov/OneNYC).

INITIATIVE #1: EMPOWER ALL NEW YORKERS TO PARTICIPATE IN OUR DEMOCRACY		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Expand voting rights and representation to bring more New Yorkers to the polls	CDO	Funded
Expand opportunities for democratic engagement	CEC	Partially Funded
Lead a comprehensive effort to count every New Yorker, as part of the 2020 Census	Director of Census	Partially Funded
Increase digital literacy and combat the misinformation and digital hate speech that threatens democracy	MOCTO, CDO	TBD
Empower the next generation of New Yorkers to become informed residents and activists	DOE, DYCD, NYC Service, CCHR	Funded
INDICATORS	LATEST DATA	TARGET
Voter registrations	N/A	1.5M by 2022
Voter turnout in City elections	21.5% (2017)	Increase
Volunteers counted in the annual City survey	1M (2017)	1.5M by 2025

INITIATIVE #2: WELCOME NEW NEW YORKERS FROM AROUND THE WORLD AND INVOLVE THEM FULLY IN CIVIC LIFE		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Expand the reach of IDNYC	MOIA	TBD
Raise naturalization rates through targeted outreach and assistance	MOIA	TBD
Protect and provide resources to new and undocumented New Yorkers	MOIA, DCWP	Partially Funded
INDICATORS	LATEST DATA	TARGET
Eligible foreign-born New Yorkers who are not naturalized	660K (2018)	Decrease
Poverty-rate disparity between immigrant and U.S.-born households	5.4 pts (2018)	Reduce by 50% by 2030

INITIATIVE #3: PROMOTE JUSTICE AND EQUAL RIGHTS, AND BUILD TRUST BETWEEN NEW YORKERS AND GOVERNMENT		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Bring together residents, agencies, and community-based organizations to increase neighborhood safety and trust	MOCJ	Funded
Invest in communities working to end gun violence in New York City	MOCJ	Funded
Advance diversity in leadership roles	CGE, DCLA	Partially Funded
Advance gender equity by engaging diverse stakeholder groups	CGE	Partially Funded
Advance LGBTQ equity citywide	City Hall	Funded
Educate New Yorkers about human rights	CCHR	Funded
INDICATORS	LATEST DATA	TARGET
Major felony crimes	95,883 (2018)	Decrease
Average daily jail population	8,896 (FY2018)	Decrease

INITIATIVE #4: PROMOTE DEMOCRACY AND CIVIC INNOVATION ON THE GLOBAL STAGE		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Provide global leadership on climate, migration, and other shared challenges	IA	Funded
Leverage the SDGs as a framework to share sustainability challenges and solutions	IA	Funded
Empower students to lead on the global stage	IA	Funded
INDICATORS	LATEST DATA	TARGET
Submit a Voluntary Local Review to the United Nations	Completed (2018)	Annual

For more information on the funding status of OneNYC initiatives, please see the City of New York Fiscal Year 2020 Executive Budget and Ten-Year Capital Strategy.





# WHAT YOU CAN DO

**BUILDING A STRONG AND FAIR CITY WILL REQUIRE THE HELP AND SUPPORT OF ALL NEW YORKERS. HERE ARE A FEW EASY STEPS YOU CAN TAKE:**

## 1

**GET AN IDNYC**, a government-issued identification card for all City residents ages 10 and older, regardless of immigration status. Use it to access City services, public libraries, banks and credit unions, and a full package of exciting benefits that includes free one-year memberships at 40 of the city's leading cultural institutions, as well as discounts on basic necessities and New York City attractions.

## 2

**SIGN UP FOR AMERICORPS.** Serve New York City through a 10–12 month AmeriCorps program with community-based organizations or agencies. City Service Corps directly impacts New York City residents by developing and implementing programs at a City agency; NYC Civic Corps develops volunteer management programs at New York City nonprofits to address critical needs across the City; and NYC VISTA addresses poverty and enhances equity across New York City by building program capacity at City agencies.

## 3

**LEARN ABOUT PARTICIPATORY BUDGETING** and help select projects for your neighborhood. Help your community decide how to spend part of \$1 million of the public budget through participatory budgeting. Find out whether your District is participating, and propose and vote on projects such as improvements to schools, parks, libraries, public housing, and other public or community spaces. If you want to do more, volunteer to help develop concrete proposals for the ballot, operate vote sites, or join a committee.

## 4

**VOLUNTEER THROUGH NYC SERVICE.** Volunteer as an individual or coordinate a group to serve a local organization by searching NYC Service's online platform or mobile app. Find opportunities that match your interest areas, location, skill set, age, and group size. Volunteer with local nonprofits or City agencies to address such needs as park cleanliness, healthy aging, public safety, and inmate well-being.

## 5

**HELP MORE NEW YORKERS VOTE.** Register to vote, and sign up to register all eligible New Yorkers in your community. Support Get Out The Vote efforts to drive turnout before elections, and apply to be a volunteer at your local polling place. Become a 2020 Census ambassador to make sure every New Yorker gets counted.

For more ways you can get involved, visit **NYC.GOV/OneNYC**.  
Share your story of taking action on social media and tag us at **#OneNYC**.





THE CITY OF NEW YORK  
MAYOR BILL DE BLASIO

DEAN FULEIHAN  
FIRST DEPUTY MAYOR

DOMINIC WILLIAMS  
CHIEF POLICY ADVISOR

DANIEL A. ZARRILLI  
OneNYC DIRECTOR

# OneNYC

Learn more about how we are building a  
strong and fair city: **NYC.GOV/OneNYC**



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**OneNYC 2050**

**BUILDING A STRONG AND FAIR CITY**

# AN INCLUSIVE ECONOMY

**VOLUME 3 OF 9**

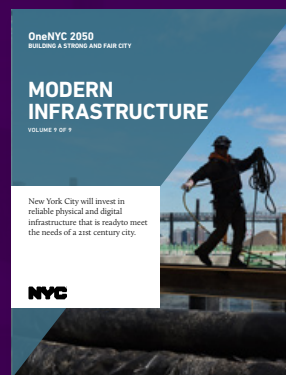
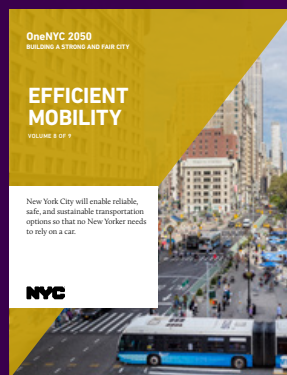
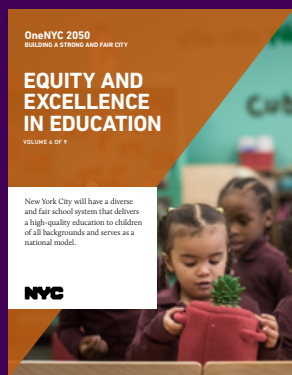
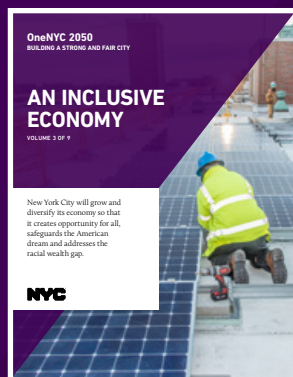
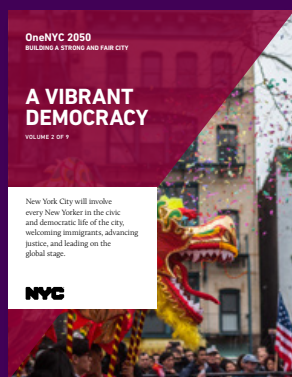
New York City will grow and diversify its economy so that it creates opportunity for all, safeguards the American dream, and addresses the racial wealth gap.

**NYC**





# ONENYC 2050 IS A STRATEGY TO SECURE OUR CITY'S FUTURE AGAINST THE CHALLENGES OF TODAY AND TOMORROW. WITH BOLD ACTIONS TO CONFRONT OUR CLIMATE CRISIS, ACHIEVE EQUITY, AND STRENGTHEN OUR DEMOCRACY, WE ARE BUILDING A STRONG AND FAIR CITY. JOIN US.



Learn more about how we are building a strong and fair city:  
**NYC.GOV/OneNYC**

Join the conversation on social media and tag us at **#OneNYC**

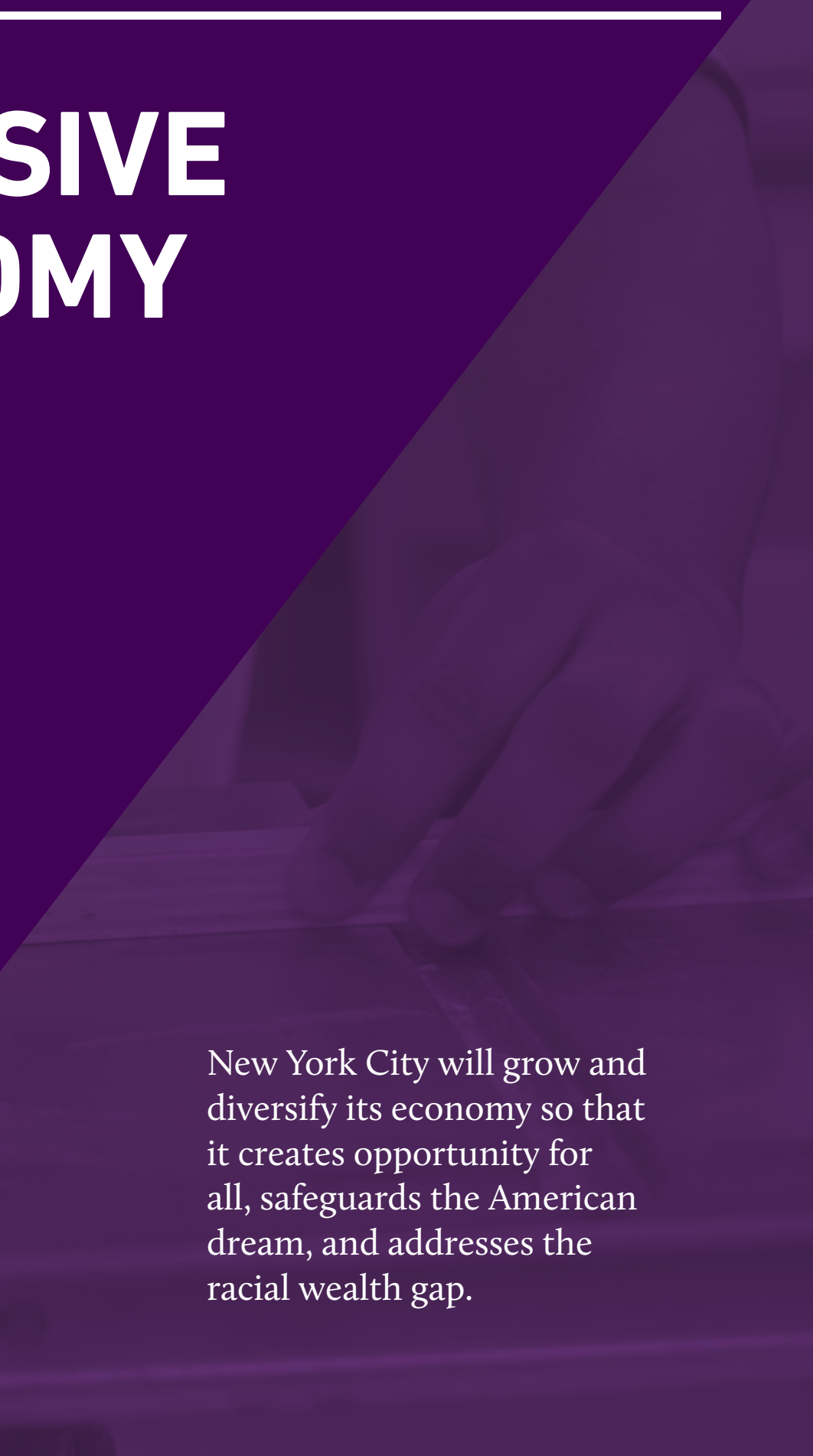
## OneNYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES TO SECURE OUR CITY'S FUTURE.

A VIBRANT DEMOCRACY	1. Empower all New Yorkers to participate in our democracy
	2. Welcome new New Yorkers from around the world and involve them fully in civic life
	3. Promote justice and equal rights, and build trust between New Yorkers and government
	4. Promote democracy and civic innovation on the global stage
AN INCLUSIVE ECONOMY	5. Grow the economy with good-paying jobs and prepare New Yorkers to fill them
	6. Provide economic security for all through fair wages and expanded benefits
	7. Expand the voice, ownership, and decision-making power of workers and communities
	8. Strengthen the City's fiscal health to meet current and future needs
THRIVING NEIGHBORHOODS	9. Ensure all New Yorkers have access to safe, secure, and affordable housing
	10. Ensure all New Yorkers have access to neighborhood open spaces and cultural resource
	11. Advance shared responsibility for community safety and promote neighborhood policing
	12. Promote place-based community planning and strategies
HEALTHY LIVES	13. Guarantee high-quality, affordable, and accessible health care for all New Yorkers
	14. Advance equity by addressing the health and mental health needs of all communities
	15. Make healthy lifestyles easier in all neighborhoods
	16. Design a physical environment that creates the conditions for health and well-being
EQUITY AND EXCELLENCE IN EDUCATION	17. Make New York City a leading national model for early childhood education
	18. Advance equity in K-12 opportunity and achievement
	19. Increase integration, diversity, and inclusion in New York City schools
	20. Achieve carbon neutrality and 100 percent clean electricity
A LIVABLE CLIMATE	21. Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient
	22. Create economic opportunities for all New Yorkers through climate action
	23. Fight for climate accountability and justice
	24. Modernize New York City's mass transit networks
EFFICIENT MOBILITY	25. Ensure New York City's streets are safe and accessible
	26. Reduce congestion and emissions
	27. Strengthen connections to the region and the world
	28. Make forward-thinking investments in core physical infrastructure and hazard mitigation
MODERN INFRASTRUCTURE	29. Improve digital infrastructure to meet the needs of the 21st century
	30. Implement best practices for asset maintenance and capital project delivery



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# INCLUSIVE ECONOMY

A faint, purple-tinted background image showing a hand holding a pen, writing on a document. The image is partially obscured by a large purple diagonal shape on the left side of the page.

New York City will grow and diversify its economy so that it creates opportunity for all, safeguards the American dream, and addresses the racial wealth gap.

## NEW YORK CITY'S ECONOMY HAS NEVER BEEN STRONGER. THE CITY BOASTS A RECORD 4.5 MILLION JOBS AND THE LOWEST UNEMPLOYMENT RATE IN MORE THAN 40 YEARS. YET DESPITE THESE GAINS, TOO MANY NEW YORKERS ARE LIVING PAYCHECK TO PAYCHECK.

After decades of wage stagnation, earnings are rising across the board following the introduction of the \$15/hour minimum wage. Wages do not reflect the productivity gains of the last several decades, and many New Yorkers can't make ends meet — let alone move up the ladder. A low-wage home health aide, for example, puts in extraordinarily long hours but struggles to support their family without such basics as health insurance or paid sick leave. An aspiring entrepreneur with a great idea for a new business can't secure funding or find an affordable space to start their company.

We must adopt policies to build an inclusive economy, because when economic growth is pursued as a strategy — a means rather than an end — it becomes a key driver to achieve wider social benefits. OneNYC2050 will ensure all New Yorkers have the right skills and education for 21st century jobs, fair pay and good working conditions, as well as opportunities for career advancement, economic mobility, and wealth creation.



## INDICATORS

NEW YORK CITY WILL MEASURE PROGRESS BY TRACKING THE FOLLOWING INDICATORS:

INDICATOR	LATEST DATA	TARGET
TOTAL EMPLOYMENT	4.5M (2018)	INCREASE
NEW YORKERS LIFTED OUT OF POVERTY OR NEAR POVERTY (SINCE 2014)	236,500 (2017)	800,000 (2025)
INCOME DISPARITY BY RACE*	2.0 (2017)	DECREASE

\*Median household earnings of white households divided by median household earnings of black, Hispanic, Asian, and other race households.

## CONTEXT

**OUR ECONOMY IS GROWING AND DIVERSIFYING.** Once overly reliant on the financial sector, the city is now a tech hub and center for life sciences, professional services, and advanced manufacturing. We attract talent and investors from around the world who are drawn to the city's universities and research institutions, our vibrancy, and the enduring reality that New York City is a place where strivers and dreamers can make their own success. We have also made strides toward greater economic equity, with a reduction in the gender wage gap and all-time highs in high school graduation and college readiness rates to prepare our young people for successful careers.



The Sustainable Development Goals (SDGs) are the global blueprint adopted by all countries at the United Nations to achieve a better and more sustainable future for all, encompassing strategies to end poverty, improve health and education, reduce inequality, spur economic growth, and tackle climate change. By demonstrating directly how OneNYC 2050 aligns with the SDGs, we strengthen our efforts to build a strong and fair city. Our goal to achieve an Inclusive Economy supports the following SDGs:



Learn more about the SDGs online at [sustainabledevelopment.un.org/sdgs](https://sustainabledevelopment.un.org/sdgs)

While these are the most favorable economic conditions since the Great Recession, not every New Yorker is benefiting. Record job growth has been largely driven by high-paying professional occupations that require high educational attainment and low-wage service sector jobs that are not sufficient to support a family, build savings, or secure a retirement. Many New Yorkers must work multiple jobs, and more than 1.6 million want to work more hours but cannot find opportunities to do so. Others are in entry-level jobs with limited pathways for advancement, and many face exploitation and unfair work conditions. Although poverty rates are decreasing citywide, more than 40 percent of the population still lives in or near poverty today.

More than 2 million New Yorkers lack the basic education and skills to access middle-class jobs because they either do not have a high school diploma or high school equivalency, or have a diploma but lack the required proficiency in English to secure most good-paying jobs. One in four transgender New Yorkers face barriers in accessing employment. Racial discrimination and historical inequities in job access and education have resulted in a persistent racial wealth gap: In 2016, black women working full-time in New York City made 57 cents for every dollar paid to white men. The unemployment rate remains higher for black and Hispanic workers — twice as high for black New Yorkers than white New Yorkers.

Nationally, the white-to-black disparity in median net worth (the value of a family's combined assets minus its liabilities) is 19 to 1. This wealth disparity has a self-perpetuating effect as black children born today are less likely to be able to turn to family for help to pay for college, start a business, or weather a life emergency, thereby limiting their economic opportunity. The growing wealth divide is also exacerbated by a decline in union membership and employer provided worker benefits, with fewer employers investing in training or providing long-term economic security for their workers.

Similarly, LGBTQ poverty and unemployment is a significant concern, particularly for LGBTQ communities of color and transgender and gender non-binary people. Over 60% of low-income LGBTQ New Yorkers report having had difficulty paying for a basic need in the past year. Over 1 in 4 transgender New Yorkers have experienced barriers to accessing employment, with even higher rates for LGBTQ people of color. Black transgender people, for example, experience four times the rate of unemployment as compared to the general population nationally.

The changing nature of work poses new risks and opportunities. At least 400,000 New Yorkers work full-time as freelancers, supported by the growth of app-based hiring in service industries such as home health care, for-hire driving, and hospitality. While the "gig economy" has increased job accessibility and the flexibility of hours, it has also meant less security; most freelancers lack benefits like employer subsidized access to health care, paid time off, and assistance with employer disputes. Automation threatens to impact nearly 40 percent of occupations, mostly those with low education requirements or involving repetitive tasks.



Income is directly linked to the ability to live a long and healthy life, impacting the ability to afford nutritious food, adequate housing, or health care. Poverty can also cause toxic stress among those who experience it, leading to poor health among children and adults. Reducing income inequality could save New Yorkers' lives. A recent study demonstrated that the \$15/hour minimum wage would have averted as many as 5,500 premature deaths in New York City between 2008 and 2012 had it been in place.

## PROGRESS

**THE CITY'S STRONG ECONOMY — PAIRED WITH WAGE INCREASES AND IMPROVED WORK RULES — HAS HELPED SIGNIFICANTLY REDUCE POVERTY SINCE 2014.** More than 1.5 million New Yorkers have benefited from the \$15/hour minimum wage since it took effect in New York City in January 2019. With minimum-wage earners seeing their income double in the last 10 years, the City is on track to meet our 2015 goal of moving 800,000 residents — nearly 10 percent of our population — out of poverty or near poverty by 2025.

Thanks to strategic investments by the City, we have become a leading innovation hub, attracting global firms such as Google and Facebook, successful homegrown start-ups such as Etsy and ZocDoc, and countless entrepreneurs looking to start the next big thing. The City continues to look ahead, releasing New York Works, a 10-year plan for creating 100,000 good-paying jobs in strategic growth industries.

We have also made significant investments in City properties to create more access to affordable industrial and commercial space, particularly for small businesses. The City has committed to workforce development programs such as Career Pathways and its associated Industry Partnerships, partnering with employers, industry and trade organizations, unions, and nonprofits to build a robust pipeline of local talent to fill jobs in targeted sectors.

The City enacted some of the strongest worker protection mandates in the country, such as paid safe and sick leave policies. This is supported by the newly renamed Department of Consumer and Worker Protection, which enforces stronger work rules and holds employers accountable. For small businesses, we made policy and procedural changes that are expected to save businesses \$50 million annually. To increase participation in the economy from underrepresented groups and companies, the City has certified a record number of minority- and women-owned businesses (M/WBEs) and awarded them more than \$10 billion in contracts since 2015.

We've made significant efforts to ensure fair employment practices and close the pay gap for women and people of color, becoming the first municipality in the nation to enforce a law prohibiting all employers from inquiring about job seekers' salary history during the hiring process. By removing questions about an applicant's previous earnings, the law allows applicants who have been systemically underpaid, particularly women and people of color, to negotiate a salary based on their qualifications and earning potential rather than being measured by their previous salary. To help businesses and job seekers understand the



## WHAT WE HEARD FROM NEW YORKERS

**JOBS AND THE ECONOMY WERE IDENTIFIED AS THE THIRD-GREATEST CHALLENGE FACING RESIDENTS OF NEW YORK CITY** (behind housing and transportation), with 43 percent of more than 14,000 respondents selecting that issue in our citywide survey. Their comments spoke to both economic growth and opportunity, voicing a desire to support small businesses, ensure large businesses contribute fairly to the city's needs for infrastructure and affordable housing, and oppose policies that provide tax benefits to large corporations without commitments to public benefits. Economic opportunity themes included the need for:

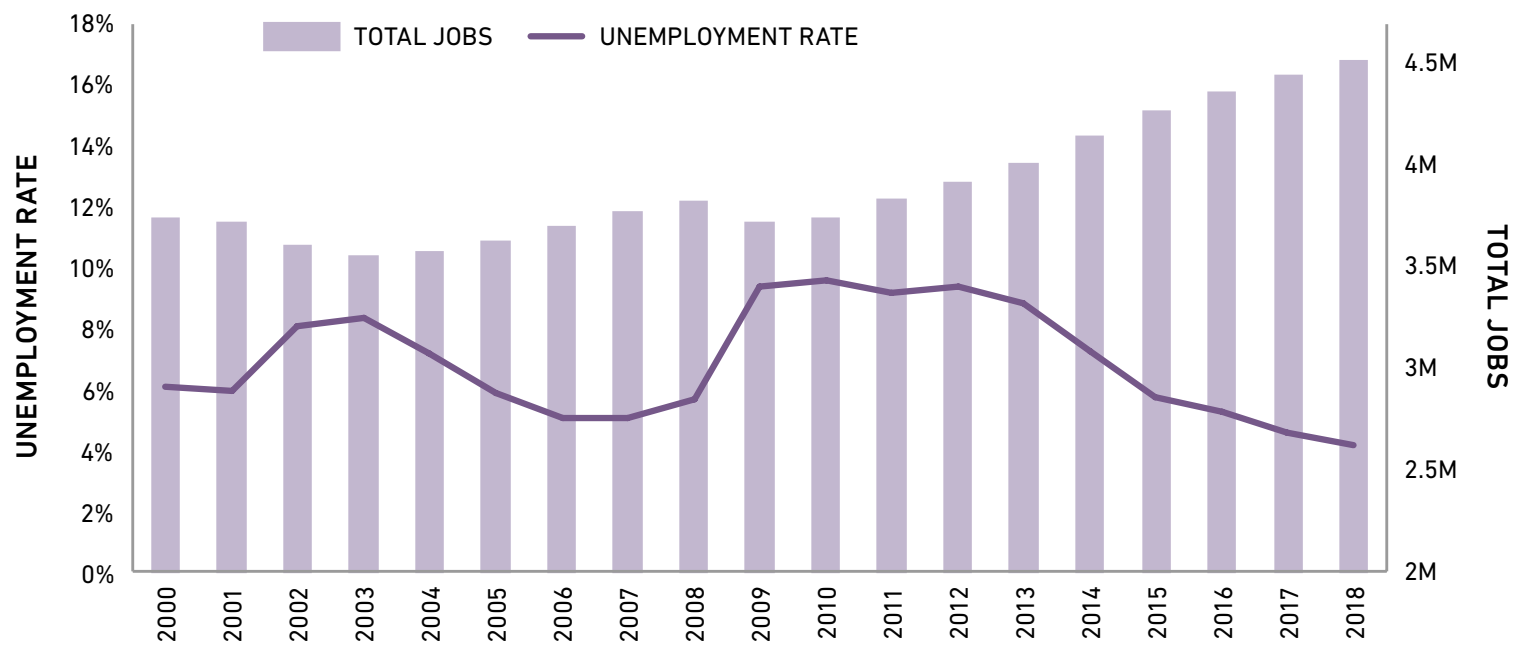
- A safety net to preserve the middle class, accounting for costs of childcare, housing, education, and retirement
- More job training, especially for older New Yorkers, formerly incarcerated, homeless, and those lacking college degrees
- Increasing the minimum wage and required benefits for all workers
- Greater diversity and fairness in hiring, evaluation, and pay
- Greater community ownership of economic assets, and redistribution of wealth

As another respondent shared, "It's damaging when women and minorities are paid less for the same work when they have the same qualifications. It hurts us all when people don't have the same opportunities."

*"Equality and equity are necessary to address all the issues facing New York City. It's difficult for people with different backgrounds to get jobs because of their racial or economic background."*

– Resident of East New York, Brooklyn

Post-recession job growth has reached record-high levels and New York City’s unemployment rate is at a historic low of 4.1 percent. Since December 2009, the high point of unemployment after the Great Recession, New York City has added more than 700,000 jobs.



new law, the NYC Commission on Human Rights launched a digital ad campaign targeting human resources professionals and job seekers

And we did this all while strengthening the City’s financial outlook, thereby earning a credit-rating upgrade from Moody’s, which cited our increased economic diversity and strong fiscal management.

In 2017, the top 40 percent of New York City households earned 80 percent of citywide wages, while the bottom 20 percent earned 2 percent of citywide wages.

## WHAT WE WILL DO

**ONENYC 2050 RECOGNIZES THE NEED FOR A NEW SOCIAL CONTRACT TO MAKE NEW YORK CITY THE FAIREST BIG CITY IN AMERICA.** To create an equitable and inclusive economy, we will attract and create good-paying jobs by investing in businesses and sectors that promise fair wages and working conditions. We will train New Yorkers for the jobs of the future, protect workers, and expand the safety net. To support wealth creation and shared prosperity, we will grow worker-owned businesses and enable workers and labor unions to have more say and decision-making power. In addition, we will strengthen the fiscal health of the City to sustain and broaden economic security.

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## INITIATIVE 5 OF 30

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# GROW THE ECONOMY WITH GOOD-PAYING JOBS AND PREPARE NEW YORKERS TO FILL THEM

### THE CITY WILL CONTINUE TO PROMOTE ECONOMIC GROWTH POLICIES THAT TACKLE INCOME INEQUALITY HEAD-ON

by leveraging private-sector growth and the City's own investments in technical assistance and workforce development to improve economic opportunity for all. This will provide on-ramps to entry-level jobs and real career paths that ensure access to the middle class.



AN APPRENTICE ELECTRICIAN TRAINING AT LOCAL UNION 3 IBEW FACILITY IN LONG ISLAND CITY.

Source: Mayor's Office.



# CREATING OPPORTUNITIES FOR ALL NEW YORKERS TO PARTICIPATE IN THE TECH ECONOMY

**NEW YORK CITY'S TECH ECOSYSTEM EMPLOYS NEARLY 300,000 WORKERS.** This figure is likely to grow as technology continues to power innovation across industries. Tech jobs now encompass all businesses and every industry. The average annual salary in the tech sector is \$70,000 to \$80,000. To ensure all New Yorkers have access to such opportunities, the City is investing in comprehensive technology training at all levels.

- The Department of Education's **CS4ALL** (Computer Science for All) initiative, announced in 2015, is on track to train 5,000 teachers in computational thinking, problem-solving, and creativity. By 2025, all of the City's 1.1 million public school students will receive a meaningful, high-quality computer science education at the elementary, middle, and high school levels. This effort is supplemented by after-school programs and partnerships with a diverse array of businesses and organizations, from Girls Who Code to Google, to encourage students from diverse backgrounds to dive deeper into tech education. (See more in *Equity and Excellence in Education*)
- At the college level, **CUNY 2X TECH** is a new Tech Talent Pipeline initiative to double the number of City University of New York (CUNY) students who graduate with a tech-related bachelor's degree by 2022, by better aligning tech education with industry needs. The City is creating more resources for adult and out-of-school learners. The Tech Talent Pipeline's Web Development Fellowship program, in partnership with Fullstack Academy, helps prepare residents to launch new careers as web developers.
- As part of the **CYBER NYC** initiative, the New York City Economic Development Corporation (NYCEDC) will launch a six-week bridge program with CUNY's LaGuardia Community College to prepare adults to enter a programming boot camp course. In the next four years, the City will continue to create new pathways into tech — particularly for those who may have nontraditional backgrounds or are making the switch from another industry.
- New York City's **PUBLIC LIBRARIES** also offer a critical bridge to digital access and knowledge. The three library systems offer internet access and the ability to use Wi-Fi hotspots. Queens Public Library's Tech Lab serves as a hub for innovation and technology, offering hands-on classes and drop-in access to Adobe Creative Suite, 3D printing, graphic design, and more. Colocated in New York City Housing Authority's Queensbridge Houses, the Tech Lab is a resource that empowers users by offering workshops

on and open access to a variety of digital and maker tools. In 2018, the Tech Lab had over 2,500 attendees participate in 270 workshops.

- The **#TECH51** program provides a pipeline for residents of New York City Housing Authority (NYCHA) to gain access to no-cost training and job opportunities to become an IT professional. The program partners with existing IT training workforce organizations to recruit and support aspiring technologists in the Bronx, Brooklyn, and Queens.



**PARTICIPANTS IN MOTHERCODERS, A PART-TIME NINE-WEEK TECHNOLOGY TRAINING PROGRAM WITH ON-SITE CHILDCARE.**

Source: NYCEDC

## DIVERSIFY THE CITY'S ECONOMY AND BROADEN ACCESS TO GOOD-PAYING JOBS

An inclusive economy means protecting core industries essential to maintaining our leading role in the global economy, focusing on growing sectors that create good-paying jobs, and supporting emerging industries such as cybersecurity and digital health care for which New York City is well positioned to become a global hub. Equally important is the need to align investments in these sectors with programs to create career pathways for underemployed New Yorkers and jobseekers with low educational attainment by ensuring access to training and other opportunities for career advancement. As part of this commitment, in 2018, the City launched ApprenticeNYC, a first-of-its-kind program to create 450 paid apprenticeships in the industrial, health, and tech industries by 2021.

We're committed to attracting employers that are building a more competitive and inclusive economy. The City will continue to provide resources to these businesses through the Best for NYC program. To support growth in high-opportunity sectors, the City will invest in programming and technical assistance, workforce development, and adequate commercial and industrial space.

### • GROW THE TECH SECTOR AND INVEST IN DIVERSE TECH TALENT

New York City is already a global tech hub, supported by world-class research, a deep well of talent, and major industries, from banking to media to health care, that feed a robust tech ecosystem. The City is committed to investing in emerging industries that leverage technology, such as urban tech, cybersecurity, and blockchain. As part of Cyber NYC, a \$100 million public-private investment to meet growing threats from cyberattacks, the City will also launch the Global Cyber Center to provide the tools and connections cyber start-ups need to grow, catalyzing the creation of 10,000 good-paying jobs in the sector. Blockchain is another emerging technology that will change how businesses create and store information. The City launched the NYC Blockchain Center in Flatiron to provide shared space, public education, and business support. To strengthen that investment, the City also launched the NYC BigApps Blockchain Challenge, and sponsors Blockchain Week to keep New York City at the forefront of innovation in this technology.

### • ADDRESS CLIMATE CHANGE AND CREATE GREEN JOBS

New York City is addressing climate change head-on, committing to carbon neutrality by 2050, and adapting our city to emerge stronger from the impacts of climate change. This will generate economic activity, and open up opportunities in the green economy as we transform our energy system, retrofit our buildings, innovate green forms of production, and protect residents from environmental hazards. Promoting local hiring policies through City-funded contracts will create opportunities for good-paying jobs with career paths. The City will expand access to the green economy beyond the Green Jobs Corps initiative by launching training programs, providing pathways into career-track jobs, developing pre-qualified lists, and supporting business development.

### • MEET THE HEALTH CARE NEEDS OF THE FUTURE WHILE CREATING GOOD-PAYING JOBS

Health care plays a huge part in the City's economy — accounting for one in six jobs in New York City. As the sector rapidly changes, driven by trends in population health, including the continued growth of chronic conditions and improved understanding of mental health, as well as technological advances, the City will ensure it is meeting these challenges head-on while creating new career opportunities for all New Yorkers.

With a growing senior population, the City must change the way it provides health care and other services to meet the needs of older residents. Many seniors receive unpaid care from relatives. According to a 2018 survey conducted by the City, there are about a million unpaid caregivers in New York City, mostly women over 50, many of whom are struggling financially. Additionally, while there is growing demand for entry-level health care positions such as home health aides, community health workers, and certified nursing assistants, these positions are often poorly compensated and provide limited pathways to advancement and higher wages. The City will invest in programs and initiatives that elevate entry-level positions in health care and provide a career track within the industry, such as for Career and Technical Education (CTE) high school students who transition to nursing.

Advances in life sciences and health care technologies are leading to the development of new business models and jobs. As part of a \$500 million initiative to make New York City a world-class life sciences hub, the City launched a life sciences internship program that has placed 81 interns, and announced a partnership with BioLabs@NYULangone, a 50,000 square-foot wet lab incubator, for up to 30 start-ups. By 2020, NYCEDC will launch an entrepreneurial center that will provide affordable space and support services for start-ups. Additionally, the third phase of the development of the Alexandria Center for Life Science in Kips Bay will open in 2022, and is expected to create 1,500 good-paying jobs.

The Digital Health Marketplace program is designed to help companies with market-ready products access and develop relationships with potential customers such as health systems, insurers, and pharmaceutical companies. Since its launch, the program has facilitated more than 1,100 matches between start-ups and prospective clients, supported more than 25 product pilots, and helped create more than 215 new jobs. The City has committed to three additional years of expanded operations for the Digital Health Marketplace.



- **STABILIZE AND EXPAND THE CITY'S INDUSTRIAL SECTOR**

Industrial and manufacturing jobs provide good wages and career growth, especially for residents without postsecondary degrees. While the number of production-oriented positions has declined for decades due to automation, off-shoring, and competing uses for land, industrial jobs remain crucial to a 21<sup>st</sup> century economy — and the industry continues to grow and evolve here in New York City. Many of the City's industrial businesses are connected to the City's major industries such as fashion, television, and theater, while others are on the cutting edge of technology and product development. The City is continuing to invest in programs and leverage land use regulation to stabilize and grow these sectors, as laid out in its *2015 Industrial Action Plan*.

Since then, the City has been investing in affordable industrial spaces and more strategically activating its own properties for this purpose. Futureworks NYC consists of partnerships, services, and spaces dedicated to supporting advanced manufacturing. Initiatives include an incubator to support hardware start-ups, a network of fabrication and prototyping facilities, training programs to help established manufacturers adopt new technologies, and the Futureworks Makerspace at the Brooklyn Army Terminal for advanced manufacturing. The space offers affordable access to advanced manufacturing equipment, workspace, classes, storage, and design services. Bridge programs provide both career services and formal educational training in areas such as reading, writing, and computer skills with occupation-specific training. Brooklyn Army Terminal is a key industrial hub that opened up more than 500,000 square feet of new industrial space last year, creating space for 1,000 new jobs; and it continues to support growth-stage industrial businesses through three new micromanufacturing hubs in buildings A and B, and the continued tenanting of the food manufacturing hub in the Annex building. The Brooklyn Navy Yard is on target to house 17,000 more jobs by 2020, and its 2018 master plan

includes an additional 5.1 million square feet of new development that will bring the number of jobs at the yard to 30,000 in the coming decades. The City continues to strengthen the Hunts Point Food Distribution Center, a critical element of the City's food distribution network. Future initiatives include renovating the wholesale markets to meet market needs and improve their sustainability, remediation of legacy environmental assets, and strengthening the connections to the nearby community. Additionally, a regional food hub for locally produced foods is scheduled to open in 2021 on City-owned land.

- **CONTINUE TO SUPPORT THE CITY'S CREATIVE SECTOR**

New York City is a global capital of art and culture. Museums, concert halls, theaters, clubs, festivals, and public art showcase creative work from the City and around the world. The City's fashion, film and television, media and design, and music industries are essential drivers of our local economy, but face challenges such as a lack of affordable space due to their unique needs. The Made in NY Campus at Bush Terminal will be a first-of-its-kind campus for creative production industries in Sunset Park, Brooklyn. In 2021, the City will complete construction of a garment hub and perform public-realm improvements to connect Sunset Park residents to Bush Terminal Park and the waterfront. By 2022, the south portion of the campus will be complete, including film and TV studios. In addition, the City is actively working to preserve existing jobs and businesses in the historic Garment District of Manhattan, which remains a critical hub for the fashion sector. New York City is also strengthening its eclectic nightlife industry, which includes approximately 25,000 businesses that collectively employ 300,000 people. The City's new Office of Nightlife is launching initiatives to support nightlife businesses and workers, making it easier to interface with the City and operate in partnership with local communities, creating legal pathways for "DIY" spaces, and starting a Nightlife Freelancers Hub.



## NYCXDESIGN

**NEW YORK CITY IS AN INTERNATIONAL LEADER IN DESIGN, WITH 10 OF THE NATION'S BEST DESIGN AND ARCHITECTURE SCHOOLS, AND MORE DESIGNERS THAN ANY OTHER METROPOLITAN AREA IN THE UNITED STATES.** NYCxDESIGN, run by NYCEDC and informed by a steering committee of leaders from New York City's design community, is a global celebration of design that draws attendees from around the world. During NYCxDESIGN, the city's design leadership is on display through exhibitions, installations, trade shows, panels, and events across the five boroughs. The 2018 edition took place over 13 days, with nearly 400 events, 336,000 attendees, and almost \$110 million spent by visitors alone. In January 2019, the City announced SANDOW, a global leader in design media and innovation, had been selected to operate NYCxDESIGN going forward, with the intention of expanding its programming, audience, and global reach beginning with the 2020 edition of the program. The new organization will also provide an enhanced platform to showcase the City's diverse companies, students, and designers to the world.



## STRENGTHEN AND EXPAND THE CAPACITY OF ADULT EDUCATION IN A CONNECTED WORKFORCE SYSTEM

A high school credential is required for roughly 80 percent of jobs with advancement potential, and is a prerequisite for many training programs. Yet more than 1 million residents do not have the equivalent of a high school diploma. The City is committed to increasing the capacity of the adult-education system, which currently provides instruction for nearly 70,000 residents annually. We will capitalize on existing successful models and explore new innovative solutions to help more New Yorkers earn a high school equivalency diploma, which will position them for better jobs, advanced training, and economic security and mobility. We will also connect adult education with the broader workforce system, including employers, apprenticeships, industry partnerships, subsidized jobs, and other training programs, so New Yorkers can access a range of career opportunities.

### • STRENGTHEN AND EXPAND DEPARTMENT OF EDUCATION PROGRAMMING AND PARTNERSHIPS

We will leverage the expertise of the newly-reorganized Department of Education (DOE) District 79, increasing the service age for youth programs from 21 to 24, building and expanding adult Career and Technical Education (CTE) offerings, and fostering instructional partnerships with community providers in order to serve more New Yorkers.

### • EXPAND CUNY'S ACCELERATED STUDY IN ASSOCIATE PROGRAMS (ASAP)

Post-secondary education can provide a critical path to living wage jobs but many too many New Yorkers lack such opportunities. To support such opportunities, the City has expanded its support to Accelerated Study in Associate Programs (ASAP), an effort focusing on improving college preparation, retention, and graduation rates for community college students. CUNY's Accelerated Study in Associate Programs (ASAP) helps students earn associate degrees within three years by providing a range of financial, academic, and personal supports including comprehensive and personalized advisement, career counseling, tutoring, waivers for tuition and mandatory fees, MTA MetroCards, and additional financial assistance to defray the cost of textbooks.

### • EXPAND STRONG BRIDGE PROGRAM MODELS AND EXPLORE INNOVATIVE APPROACHES TO BRIDGE PROGRAMMING

Bridge programs provide both career services and formal educational training in areas such as reading, writing, and computer skills with occupation-specific training and career services. We will increase access to professional development and technical assistance to strengthen existing bridge programs and support programs in launching bridge models, developing service-year bridge programs in order to create paid training opportunities for jobseekers.



### • EXPAND THE REACH AND SUPPORT OF PROGRAMS TO CONNECT UNDERREPRESENTED COMMUNITIES

We will engage more New Yorkers by working more intentionally through existing connector programs such as Jails to Jobs, Jobs Plus, and Youth Pathways that focus on specific underrepresented communities. The City will foster partnerships among service providers and connector programs to ensure all New Yorkers have the social supports they need to overcome barriers, complete programs, and advance toward their goals.

### • PARTNER WITH EMPLOYERS

The City will support employers to foster their employees' educational attainment and upskilling by connecting employers to adult education providers and the workforce development system. We will also convene employers to explore skills-based hiring using a common skills taxonomy that does not rely on standard credentials, thereby making jobs more accessible to those with lower educational attainment.

### • LAUNCH WORKINGNYC

A network of adult education and workforce development programs and opportunities, Working NYC will increase connections and referrals between employers, educational providers, and specialized programs. We will create and launch a Citywide campaign highlighting this network, introducing career opportunities and helping New Yorkers find opportunities.

### • ADVANCE COMMON METRICS ACROSS PROGRAMS

We will increase accountability and understanding of what works well within the areas of adult education and workforce development by expanding the use of common metrics.

## CASE STUDY: CONSTRUCTION SKILLS PROGRAM



JAMEL DICKERSON

Source: WKDEV

**WHILE JAMEL AND HIS FAMILY WEREN'T HOME WHEN HURRICANE SANDY STRUCK THE ROCKAWAYS, THEY RETURNED TO A HOUSE IN WHICH EVERYTHING BELOW THE FIRST FLOOR WAS DESTROYED.** The house, which formerly belonged to Jamel's grandmother-in-law, has been in his wife's family for 50 years. His wife's grandmother wanted the young family to raise their kids in the community.

At the time, Jamel had worked different jobs. He was an energy auditor for a home improvement company, helping to make homes more energy efficient. After the company went out of business, Jamel went to work as a 311 operator. When Hurricane Sandy hit, Jamel knew he wanted to be a part of the recovery effort, so he left his job at 311 and entered the Edward J. Malloy Initiative for Construction Skills training program.

The Construction Skills program, established in 2011, gives New Yorkers from communities throughout the five boroughs

the training and skills for careers in the unionized construction industry. Through union apprenticeship programs, the initiative opens doors to career opportunities in the building and construction trades, and thereby helps strengthen the city's middle class.

For the first two years of his apprenticeship with the Carpenters, Jamel worked exclusively on homes in the Build It Back program. Launched after Hurricane Sandy, and funded by the US Department of Housing and Urban Development, the Build It Back program repairs, rebuilds, and elevates homes to enhance the resiliency of our waterfront communities. Jamel says he won't rest until every one of his neighbors is back in a strong, resilient home.

Today, Jamel is in the third year of his apprenticeship and working on the revitalization and transformation of the Moynihan Station, the \$2.5 billion expansion of Penn Station in Manhattan. He is continuing to work as a carpenter, but is also learning concrete and building forms, and is training to work on rail tracks as well.

## INTEGRATE HUMAN CAPITAL INVESTMENT INTO ALL CITY INITIATIVES

The City has many tools at its disposal to increase access to good-paying jobs, including large-scale capital construction projects and the City's own hiring policies. When taken with the expanded adult education and workforce system previously described, these initiatives will create accountability and efficiency through common definitions and metrics in both public- and private-sector hiring.

### • LEVERAGE PUBLIC AND PRIVATE CAPITAL INVESTMENTS TO CREATE HIGH-QUALITY JOBS

To leverage jobs created through the City's \$100 billion Ten-Year Capital Strategy, the City will, through capital construction investments, explore ways to train low-income residents and connect them to construction careers and projects in their communities. This funding will support workforce diversity and ensure the hiring of local workers and workers from underrepresented groups, including women, people of color, and LGBTQ communities. The City has used this approach through Build It Back, a program to repair, rebuild, and protect homes in communities affected by Hurricane Sandy, and provide residents impacted by Sandy with job training and apprenticeships. The New York City Housing Authority (NYCHA) also offers an opportunity to integrate these approaches, as its residents include some of the most at-risk individuals with regard to employment and income security. HireNYCHA will create a coordinated system for training and connecting NYCHA residents to jobs related to construction, maintenance, environmental remediation, and pest control.

To broaden the impact of projects involving City tax dollars or City property, the City will also advocate for changes in State law to allow for increased employment opportunities resulting from such projects for disadvantaged individuals and individuals from disadvantaged regions. Current State legislation makes it challenging to implement effective hiring policies that benefit the communities that often surround redevelopment projects or other projects involving the expenditure of City tax dollars. To improve the effectiveness and accountability, and expand the scope of current hiring policies, the City will launch a campaign to change state law, so the City can implement policies with teeth.

### • MAKE THE CIVIL SERVICE SYSTEM MORE ACCESSIBLE TO ALL NEW YORKERS

New York City will be a model employer of choice, ensuring our workforce is reflective of the diversity and inclusion of New York City communities. Not only do inclusive employment policies contribute to enhancing the skills of underrepresented groups of New Yorkers — they also strengthen the City's performance, increase the economic security of previously excluded professionals and their families, enhance trust in government with a workforce that reflects the community it serves, and create a pipeline of young leaders to join New York City government. Some City agency careers require only a high school diploma or some college credits, which helps residents enter and remain in the City workforce. The City is exploring ways it can streamline processes to make these jobs more available to all residents. Approaches could include identifying potential entry-level opportunities and apprenticeships within trade, craft, maintenance, and inspection positions across City agencies and in the future, developing and piloting apprenticeship programs within identified job categories.

The City will also continue targeted recruitment in communities underrepresented in City government, such as LGBTQ, veterans, youth, and people with disabilities. The City will continue to make the job application and examination process more accessible for residents of all backgrounds with modern application systems and expanded computer-based testing centers in all five boroughs. This will allow even more New Yorkers to take exams and access civil service information in their communities.

The City continuously explores ways to increase access to civil service and employment opportunities for all New Yorkers. Our newly launched Civil Service Pathways Fellowship (CSPF) program speaks to that effort. CSPF places highly qualified recent CUNY graduates into entry-level, career-track positions within City government, and provides them with specialized training while preparing them for a civil service exam after the first year of work. In addition, the City will now seek legislative approval to expand fee waivers for veterans seeking to take civil service exams, thereby removing financial barriers for veterans pursuing a civil service career.

*“Words can’t even describe how I’m feeling. To have the opportunity to join the carpenters union because of Sandy and stay in my neighborhood and rebuild the community makes it all worth it.”*

– Jamel Dickerson







## SUPPORT THE GROWTH AND RETENTION OF SMALL BUSINESSES

New York City is home to more than 230,000 small businesses, 50 percent of which are owned by immigrant New Yorkers. Small businesses are essential to both the local economy and the character of our neighborhoods, providing opportunities for individuals to strengthen their own economic security and employ members of their communities. The City supports businesses as they start, operate, and grow by providing free services at scale and investing in innovative projects that create long-term change for entrepreneurs across the City.

- **STREAMLINE REGULATORY INTERACTIONS**

The City will create a unique business identifier citywide to track business records across agencies, improving operational efficiency and saving time for small businesses. Eventually these reforms will allow for a real-time feedback exchange between businesses and regulatory agencies, ensuring that laws, policies, and regulations appropriately balance business interests and public purpose.

- **ENSURE BUSINESSES ARE RESILIENT**

The City will work to ensure that businesses are resilient and prepared for emergencies. A newly established Business Resiliency Steering Committee will identify the most valuable measures for businesses and facilitate implementation by aligning laws and regulations, by providing business owners with the resources they need to adopt these measures, and by mobilizing businesses across the city to implement them.

- **SUPPORT WOMEN ENTREPRENEURS**

Women Entrepreneurs NYC (WE NYC) addresses the unique barriers women face when starting businesses by providing workshops to equip women with knowledge and skills, networking and mentorship opportunities, free legal clinics, and a crowdfunding platform. The City recently launched WE Fund: Growth, a targeted loan program providing over \$5 million in capital to women entrepreneurs. WE Fund: Credit helps women entrepreneurs access lines of credit. WE Venture is a \$10 million NYC EDC initiative to encourage Venture Capital Partners to invest in companies founded by women.

- **SUPPORT NEIGHBORHOOD BUSINESS**

A complex mix of factors is influencing the retail sector today, from e-commerce to changing consumer habits and preferences. To help small businesses navigate these challenges, SBS will double down on its support of longstanding businesses confronting changing market conditions. Last year the City launched its Commercial Lease Assistance Program, which provides a range of services including guidance on new leases and lease renewals and assistance with breach of contracts and landlord harassment. Through the Love Your Local Small Business Grant program, SBS awarded in-depth assessments with business consultants and grant funding to small businesses in neighborhoods with rising commercial rents. SBS will learn from

these engagements and test creative business interventions with the aim of developing scalable solutions to support longstanding businesses.

## INVEST IN THE SPACE FOR EQUITABLE GROWTH

To continue growing our economy in an equitable way, New York City must have adequate commercial and industrial space, and promote job opportunities in all five boroughs. Policy changes and City investments over the past few years have helped stabilize the decline in industrial and manufacturing jobs. The City has also seen job growth — and not only in Manhattan.

- **SUPPORT THE CREATION OF MODERN WORKSPACE THAT BRINGS GOOD JOBS CLOSER TO NEW YORKERS**

In today's rapidly changing economy, small and growing businesses rely on the ability to find flexible, quality workspace that is easily accessible to their workers and clients. This means a growing need for a variety of offices and other workspace in transit-accessible locations outside the Manhattan core, where they can provide opportunities for a local workforce as well as tap into reverse-commute transit capacity. Through City-initiated neighborhood plans, such as in Gowanus, as well as in private applications, zoning can be updated to support the creation of more workspace and jobs for a wide range of businesses. In addition to allowing more flexibility for existing industrial businesses to expand in place, opportunities exist to relieve unnecessary parking requirements in transit-accessible areas, allow new, mid-density, loft-style buildings, and remove outdated distinctions among business types to accommodate the increasing cross-pollination of activities in today's economy.

- **RELOCATE CITY AGENCIES AND OFFICES TO SPUR EQUITABLE GROWTH ACROSS THE CITY**

The City's office anchor strategy incentivizes new office development in areas away from central business districts by strategically leasing space for City agencies and offices. The Human Resources Administration (HRA) will be the first agency moved in this new program, anchoring at least one development in Brooklyn with 275,000 square feet of office space. The balance of the space in the building will be available for lease to businesses and nonprofits. In addition, HRA's move will free up office space that it currently occupies in higher-demand areas of the city, thereby delivering additional space for private use.

- **CREATE AFFORDABLE WORKSPACES FOR ARTISTS**

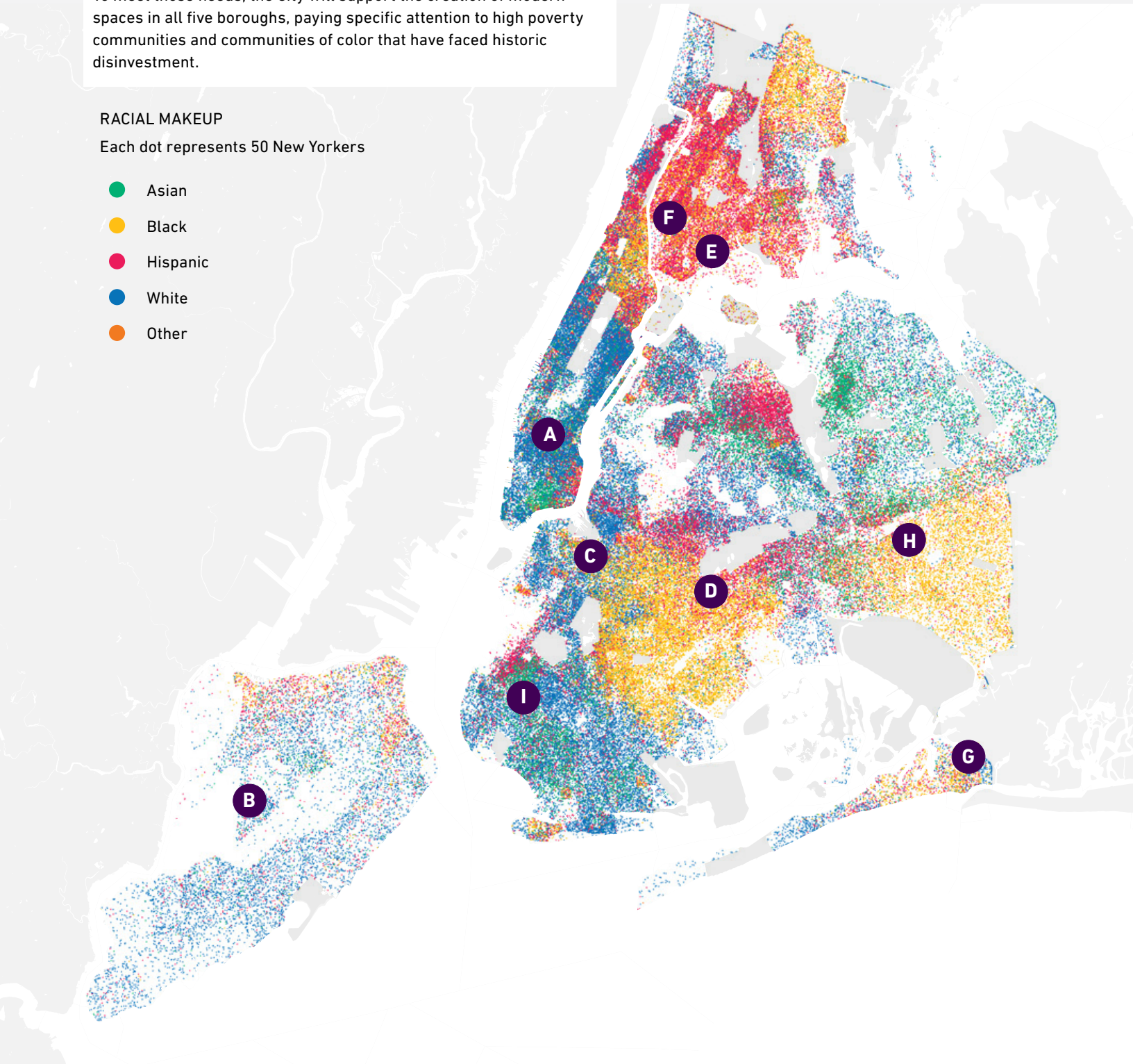
Artists in New York City face challenges finding affordable workspaces. In 2015, the City announced a goal of developing 500 units of workspace for the cultural community over the next decade through the Affordable Real Estate for Artists (AREA) initiative. AREA workspace units under development will be rented at below-market rates and made accessible to artists from diverse backgrounds for years to come.

# SPACE FOR EQUITABLE GROWTH

New York City’s economic health depends on the continued growth and availability of different types of commercial and industrial spaces. To meet those needs, the City will support the creation of modern spaces in all five boroughs, paying specific attention to high poverty communities and communities of color that have faced historic disinvestment.

RACIAL MAKEUP  
Each dot represents 50 New Yorkers

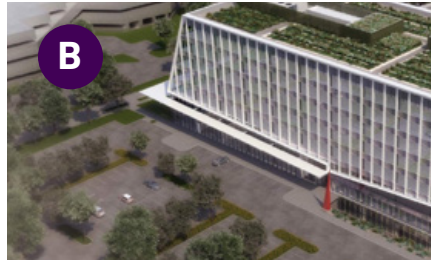
- Asian
- Black
- Hispanic
- White
- Other







**THE UNION SQUARE TECH HUB TRAINING CENTER** will include a digital training hub for 21<sup>st</sup> century jobs and flexible workspace for growing start-ups. The hub will support over 600 jobs in the tech ecosystem and provide a gateway to tech jobs for thousands of New Yorkers, equipping young people with the skills they need to participate in the modern economy.



**CORPORATE COMMONS THREE** is a 330,000-square-foot, LEED-certified office building on the Teleport Campus in Staten Island. It will house office and medical space, a social enterprise restaurant, and an organic rooftop farm.



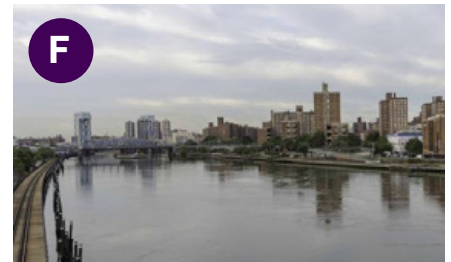
**RLAB, AN AR/VR LAB** in the Brooklyn Navy Yard, will be the first publicly-funded center for entrepreneurship, education, and research in virtual and augmented reality and other emerging technologies. It will create 750 good-paying jobs and support start-ups, talent development, and research and innovation, in partnership with an early-stage fund, a consortium of participating universities, and a workforce development center at CUNY Lehman College in the Bronx.



**IN THE EAST NEW YORK INDUSTRIAL BUSINESS ZONE**, the City is transforming the underused 30,000-square foot City-owned industrial building at Powell Street and Pitkin Avenue into a modern industrial space. The project will include both interior and exterior rehabilitation of the building, and NYCEDC procured a City- and State-certified M/WBE firm to serve as construction manager for the project.



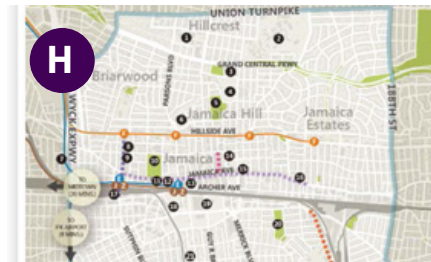
**THE HUNTS POINT RESILIENCY PROJECT** in the Bronx is working with local stakeholders to strengthen energy and flood resiliency for the residents, businesses, and community of Hunts Point. Early phases of the project included feasibility studies for energy resiliency and flood-risk reduction, as well as a conceptual design for a resilient energy pilot project.



**THE LOWER CONCOURSE INVESTMENT STRATEGY** is a \$200 million capital investment strategy to build on the neighborhood's assets and strengthen the infrastructure that will create jobs, provide affordable housing, and promote connections within the neighborhood to its waterfront and new open space along the Harlem River.



**THE DOWNTOWN FAR ROCKAWAY ROADMAP FOR ACTION** was created by community stakeholders, elected officials, NYCEDC, and City agencies to pursue smart, community-driven investments that better connect the neighborhood with job centers, increase economic opportunity, and improve the quality of life for the people who call the area home. Approximately \$226 million in City capital and programmatic investments has been dedicated to reestablish Downtown Far Rockaway as the commercial hub of the peninsula and reposition the area as a mixed-use district with new affordable housing and open space.



**THE JAMAICA NOW ACTION PLAN** seeks to build on the strengths of Jamaica, Queens, by providing workforce training and increasing quality jobs and small-business support, initiating new mixed-use development anchored by affordable housing, and improving the livability of the neighborhood through investments in safety measures, green spaces, and more. The plan was created collaboratively through more than 30 meetings between residents, businesses, leaders, and other stakeholders.



**THE MADE IN NY CAMPUS AT BUSH TERMINAL** will be a first-of-its-kind campus for creative production industries in Sunset Park, Brooklyn. In 2021, the City will complete construction of a garment hub and perform public-realm improvements to connect Sunset Park residents to Bush Terminal Park and the waterfront. By 2022, the south portion of the campus will be complete, including film and TV studios. New York City is also strengthening its eclectic nightlife industry, which includes approximately 25,000 businesses that employ 300,000 people.

# INITIATIVE 6 OF 30

## PROVIDE ECONOMIC SECURITY FOR ALL THROUGH FAIR WAGES AND EXPANDED BENEFITS

**TOO MANY NEW YORKERS ARE LIVING PAYCHECK TO PAYCHECK, STRUGGLING TO MAKE ENDS MEET.** At the same time, the federal government is failing to meet the challenges associated with economic disruption, insecurity, and inequality. New York City is responding through a set of initiatives aimed at reducing poverty and increasing economic mobility. These programs complement other signature initiatives by the administration that address financial hardships, such as the Housing New York affordable housing plan, Pre-K for All and associated child care benefits, the guarantee of health care for every New Yorker through NYC Care, the launch of “Fair Fares” to provide reduced-cost mass transit to low-income New Yorkers, and the expansion of programs aimed at addressing food insecurity. Together these policies will ensure all residents have access to resources and services to help them reach their full potential, and also cope with periods of unemployment and uncertainty.

### AGGRESSIVELY ENFORCE FAIR WAGES AND WORKING CONDITIONS

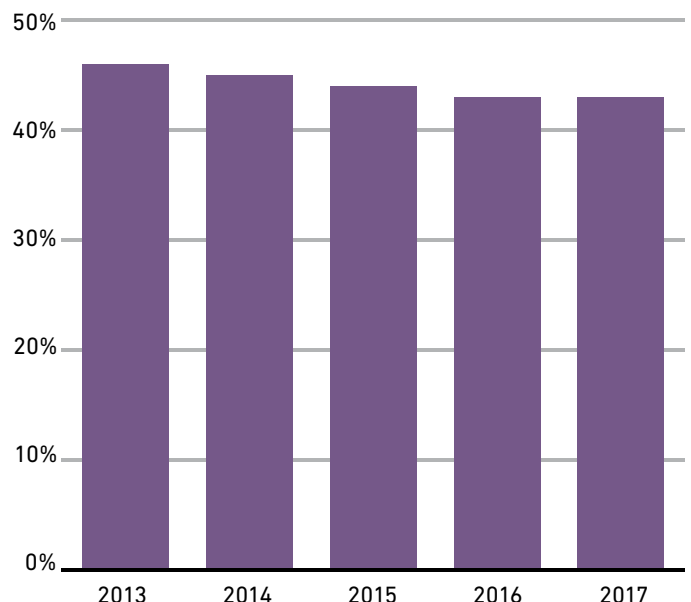
The City promotes quality jobs by ensuring more residents work full-time hours, have stable schedules, and earn paid leave. Over the past few years, the City has enacted laws and rules to protect the rights of workers, such as ensuring more predictable schedules for fast food and retail workers, as well as paid family leave, which allows employees to take paid time off work to care for family members who are very ill or have a serious health condition. The City has also proposed mandated paid personal time to help more than 500,000 residents working full- and part-time who do not have paid time off. The new law would require private businesses with five or more employees to offer 10 annual days of paid personal time, to be used at the employees’ discretion.

*The City recovered \$7.5 million in unpaid wages on behalf of workers in 2017 and 2018.*

To effectively enforce worker protections and benefits, the City is expanding the mission and name of the Department of Consumer Affairs to the Department of Consumer and Worker Protection (DCWP). With a powerful new mandate, DCWP is expanding its compliance and outreach work, and enforcement powers, to better protect workers (including the city’s 400,000 freelance and for-hire workers). The City has already recovered \$7.5 million in lost wages in 2017 and 2018 through the enforcement of laws to protect workers, including Paid Safe and Sick Leave, Fair Workweek, and Freelance isn’t Free. As this work expands, the City will provide alternative dispute resolution for paid caregivers and other domestic workers, many of whom are immigrants vulnerable to workplace problems such as wage theft and sexual harassment.

New York City's near poverty rate has significantly declined since 2013, though more than 43% of New Yorkers still live in or near poverty.

Source: NYC Opportunity



## GUARANTEE ACCESS TO LIFELINE BENEFITS

The gig economy means fewer jobs offer the income security and lifeline benefits American workers have traditionally depended on. The City is innovating new models for ensuring worker access to benefits outside the employer-employee relationship, allowing movement of accrued benefits from job to job. Among the City's efforts:

- **THE CITY IS CREATING A RETIREMENT PLAN THAT WILL PROVIDE ACCESS TO INDIVIDUAL RETIREMENT ACCOUNTS (IRAS) FOR ALL WORKING NEW YORKERS.** Forty percent of New Yorkers between the ages of 50–64 have less than \$10,000 saved for retirement. These people are mostly lower income and disproportionately female and people of color. The City will seek to require all employers with at least five employees to either offer access to a retirement plan or auto-enroll their employees in the City plan with a default contribution of the employees' own earnings of 5 percent, which could then be increased or reduced by the employee.
- **THE CITY WILL GUARANTEE HEALTH CARE FOR ALL CITY RESIDENTS BY 2021.** NYC Care, launching in summer 2019, will connect thousands of New Yorkers who are ineligible for health insurance to reliable care. Once fully implemented, anyone will be able to access comprehensive care across NYC Health + Hospitals' more than 70 locations. Priced on a sliding scale to

ensure affordability, NYC Care will provide access to primary care, specialty care, prescription drugs, mental health services, hospitalization, and more. See more in *Healthy Lives*

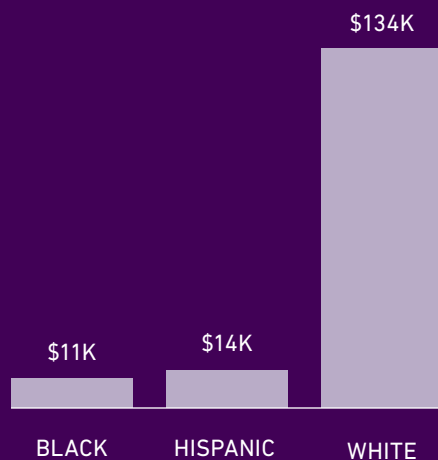
- **THE MAYOR'S OFFICE FOR ECONOMIC OPPORTUNITY IS CONTRIBUTING FUNDING TO A STUDY IN NEW YORK CITY AND THREE OTHER CITIES TESTING THE IMPACT OF A CHILD ALLOWANCE ON CHILD DEVELOPMENT AND OTHER FAMILY EFFECTS.** This study will build on prior research that associates higher family income with children's brain development, including those regions implicated in language and executive functions.
- **THE CITY WILL CONVENE A TASK FORCE TO STUDY THE IMPACT OF AUTOMATION ON THE FUTURE OF WORK AND WORKERS,** including its impact on working New Yorkers, potential to be harnessed for growth and opportunity, and strategies to prepare for and respond to both of these effects.

In addition to these expanded income and benefit models, the City is working to improve the experience of applying for and receiving benefits and services. This work includes promoting expanded online access, increased collaboration across agencies, and using human-centered design for programs and processes.

## ADDRESSING THE RACIAL WEALTH GAP



\*MEDIAN HOUSEHOLD WEALTH



\*Total assets minus total debt

### NATIONALLY, THE RACE-BASED WEALTH INEQUALITY GAP

**IS WIDENING.** Between 1983 and 2013 the wealth of median black and Hispanic households decreased by 75 percent and 50 percent respectively, while median white household wealth rose by 14 percent. To address the racial wealth gap, New York City is working to build a more inclusive economy to generate enduring prosperity for businesses, workers, and historically marginalized communities. Through targeted programs, policies, and capital products, the Office of M/WBE has helped the City award \$10 billion in contracts to M/WBEs, and more than doubled the utilization rate of M/WBEs across City Agencies since 2015, helping to increase community wealth in place. The City will continue to support programs to drive business innovation and community-wealth generation at the leading edge of social and economic change.



## ADDRESS HIGH LIVING COSTS AND DEBT LOADS

In addition to promoting wage growth, the City is committed to mitigating expenses that create burdens for residents, especially vulnerable populations. Housing costs are often the biggest expense for residents, and rising rents can mean rising evictions. To lower the risk of eviction, we will strengthen tenant protections, expand vouchers to higher-opportunity neighborhoods, increase counselling assistance for voucher holders, ensure homeless shelters provide safe and livable homes, and continue to promote successful programs, such as the City's Rent Freeze Program, which helps seniors and individuals with disabilities freeze their rents (see more in *Thriving Neighborhoods*).

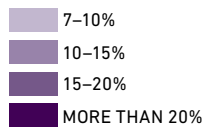
The City is also influencing the national, state, and local debate regarding the student debt crisis. In 2019, the Department of Consumer and Worker Protection will publish a series of research, policy, and public-awareness proposals.

As the population of New York City ages, families often struggle to meet the high costs of care to seniors. Additionally, many adults, often seniors, care for children or individuals with disabilities. A recent study by the Department of the Aging estimated that New York City is home to about 1 million unpaid caregivers taking care of family members. The City will explore responses to these findings to support families and caregivers in the decades ahead.

The Department of Consumer and Worker Protection hosts student loan clinics in neighborhoods with high student loan default rates.

### STUDENT LOAN DEFAULT RATE

Source: DCWP



# INITIATIVE 7 OF 30

## EXPAND THE VOICE, OWNERSHIP, AND DECISION-MAKING POWER OF WORKERS AND COMMUNITIES

**A GOOD ECONOMY IS A DEMOCRATIC ECONOMY.** Profit sharing, workplace participation, and public and shared ownership have helped ensure the growth and well-being of our society. The legacy of these practices remains in our common-sense understanding of fairness and hard work: workers should share in the success of the economy they help build and run. Today, our economy is shutting out and leaving behind many hard-working New Yorkers and their communities. While the “one percent” of the population accrues unprecedented levels of wealth, wages for the middle class and working poor have stagnated; assets for black and Latino families have decreased. In the city, more than 20 percent of black, Asian, and Latino residents live in or near poverty. The lived realities of our city’s poorest communities underscore the need for a new approach to create jobs and wealth for all.

Together, the City and its residents can create a just economy. When workers have a greater voice in, and control over their workplace, the results are better wages and benefits, higher rates of retention and productivity, and less income inequality. The City will work with residents to realize economic democracy — an economy in which communities directly govern, own, and benefit from the value generated from markets, businesses, and land — so that everyday residents are better able to thrive. New York City will advance innovative and inclusive business-growth and wealth-building strategies for all residents.

### INCREASE ECONOMIC OPPORTUNITIES FOR MINORITY- AND WOMEN-OWNED BUSINESS ENTERPRISES

New York City is committed to leveraging its spending power and resources to increase economic opportunity and close the disparity gap for M/WBEs. Since 2015, the City has awarded more than \$10 billion in contracts to M/WBEs, certified over 7,400 businesses, and made over \$70 million in low-cost capital available to M/WBEs and small business vendors, with a goal of awarding \$20 billion by 2025. The City will continue to move forward with implementing new policies and providing resources to support an unprecedented number of contract awards by M/WBEs to create a more inclusive

economy. This will include expanding the availability of low-interest loans administered by SBS and NYCEDC and advocating for State legislation that will help unlock more opportunities for M/WBEs.

### LEVERAGE THE BUYING POWER OF ANCHOR INSTITUTIONS TO STRENGTHEN LOCAL ECONOMIES

The City has taken bold steps to address income inequality, but policy alone cannot meet the rapidly changing demands of our economy, or our climate. We harness the shared mission and power of community anchors, such as universities, hospitals, and other large employers that are unable to address equity and sustainability in the communities in which they are located. To strengthen local businesses and economies, the City will work with citywide stakeholders to support 25 percent of New York City-based anchor institutions making commitments and taking measurable actions toward generating community wealth and resilience by 2025.

### INCREASE EMPLOYEE OWNERSHIP TO PRODUCE VALUE FOR WORKING NEW YORKERS

To create a more fair, democratic, and resilient city, the City will invest in a comprehensive strategy to grow employee-owned businesses. Workers drive innovation and deserve a fair-share of our City’s economic prosperity. Ownership of businesses increases job stability, income, and wealth for workers. Employee-ownership increases productivity and helps improve the bottom-line for businesses. Such businesses are on average 2.4 percent more productive than firms without those practices. The vision of employee-ownership and economic democracy has been seeded across the country. New York City has the opportunity to realize this at scale and ensure inclusive and lasting growth for the future. The City will build a business development ecosystem and make investments so that our businesses and workers are equipped to share in the profits and decision-making that grow our economy.

## LEVERAGE CITY-OWNED ASSETS TO PROTECT COMMUNITY WEALTH AND GENERATE HOUSING ASSETS

Transforming City-owned assets into affordable housing co-operatives and protecting existing housing assets for low-, middle-, and moderate-income (LMI) communities will expand wealth-generating opportunities to individuals shut out from the housing market. Despite the City's commitment to preserve and build affordable housing, the share of LMI households struggling to pay rent has increased. Startlingly, 56 percent of New York renter households pay over 30 percent of their income on rent, leaving little money for other critical expenses. To expand affordable, community-controlled housing stock and bolster tenants' ability to stay in their homes, the City will increase the reach of programs including the Affordable Neighborhood Cooperative Program, the Foreclosure Prevention Program, and the Green Housing Preservation Program. The City is also helping more New Yorkers become homeowners through the new Open Door program, which funds the construction of new cooperative and condominium buildings for moderate- and middle-income households.

## EXPAND COMMUNITY OWNERSHIP OF RENEWABLE ENERGY INFRASTRUCTURE

New York City has taken bold policy actions to reduce greenhouse gas emissions and increase the production of clean electricity, introducing unprecedented wealth-generating and ownership opportunities for communities across the city. Specifically, New York City has committed to carbon neutrality by 2050 and mandating energy efficiency retrofits for existing buildings. We will explore programs to accelerate access to clean, reliable, affordable, and community-owned renewable energy

infrastructure for all residents. Harnessing the opportunities of the energy-efficiency mandate and other climate change mitigation policies will not only expand access to the renewable energy necessary to move away from fossil fuel dependency, but also further community-ownership and wealth-generating initiatives.

## INCREASE ECONOMIC OPPORTUNITIES FOR DIVERSE PARTICIPANTS IN THE EVOLVING CANNABIS INDUSTRY

With cannabis legalization under consideration in New York State, the City must ensure New Yorkers have the opportunity to build a local cannabis industry, led by small businesses and organized to benefit our whole community. We have to make sure those who bore the brunt of years of overly punitive drug policy benefit from the industry's growth and public investments. Ongoing federal criminalization of cannabis, with attendant costs and obstacles for industry participants, poses challenges to advancing economic empowerment for those with fewer resources. State legalization must ensure communities disproportionately harmed by criminalization have an equitable stake in the cannabis industry and the opportunity for economic empowerment. This will require preferential licensing opportunities, as well as legislative and programmatic solutions to the challenges applicants from marginalized communities may face, including lack of capital, information asymmetry, difficulty achieving compliance with changing State and local regulations, and the demands of commercial competition with large established businesses. This should also include mandated access to job opportunities for those most impacted by past criminalization, and support for workers who seek to organize within the industry.



A COMMUNITY-OWNED SOLAR PROJECT AT THE BROOKLYN ARMY TERMINAL WILL CONNECT SUNSET PARK RESIDENTS, AND BUSINESSES TO CLEAN ENERGY ALTERNATIVES. UPROSE, SOLAR ONE, AND CO-OP POWER WILL DEVELOP AND OPERATE THE ROOFTOP SOLAR GARDEN.

Source: NYCEDC



# INITIATIVE 8 OF 30

## STRENGTHEN THE CITY'S FISCAL HEALTH TO MEET CURRENT AND FUTURE NEEDS

The long-term health of the City's financial and capital plan is an integral component of resilience. With an annual operating budget of more than \$90 billion, City programs are essential to lifting up communities and supporting the social safety net. Improving government operations streamlines delivery of critical services and creates savings.

Over the past five years, the City has dramatically increased budget reserves and maintained a focus on savings, including building long-term savings into the financial plan. Due in part to these efforts, in March 2019, the City received its highest-ever credit rating for issuance of general obligation bonds. Citing a diversified economy, talented labor pool, and strong financial management, Moody's acknowledged the City has a stable financial outlook, allowing greater flexibility in the event of an economic downturn.

However, we must be prepared to maintain financial stability in the face of shifting national and global economic forces. Reduced support at the State and federal levels, increased trade volatility, and the continued risk of climate change present clear challenges to our financial health. The City is committed to addressing these challenges and building financial resiliency.

### INCREASE SAVINGS THROUGH IMPROVED GOVERNMENT OPERATIONS

The modernization of City operations benefits everyone, including residents who rely on City services, and vendors that do business with us. It also allows us to better practice such shared values as energy efficiency, technological modernization, and cost prudence. The City will continue to develop its cost-saving initiatives to improve internal operations and explore additional opportunities to help build savings. The following initiatives highlight a subset of the City's recent savings efforts — which include both short-term cost savings and long-term operational improvements:

- **REDUCE THE SIZE OF THE CITY FLEET AND IMPROVE ITS EFFICIENCY**

The City is transforming its vehicular fleet to reduce emissions and improve safety. The number of electric vehicles (EV) has increased from 211 in FY14 to more than 1,750 today, and will total more than 2,000 by summer. As part of Vision Zero, NYC Fleet has implemented a Safe Fleet Transition Plan to procure safer, more efficient vehicles for all agencies to reduce both crashes and their subsequent claims costs.

Despite a growing workforce, the City has maintained the same garage footprint and increased fuel efficiency at a time when strategic priorities, such as more vehicles for community policing, have mandated an increase in overall vehicle count. Fleet initiatives as part of the Citywide Savings Program led to \$20 million in savings between 2018 and 2019.

The 2019 Fleet Executive Order mandates increased sustainability and efficiency, requiring all agencies to achieve heightened environmental and efficiency targets, with the help of advanced sensor technology (telematics) across all vehicles. These measures will, each year, reduce vehicle miles traveled by 10 million, decrease emissions from municipal vehicles by more than 6,300 metric tons of carbon dioxide equivalent (2.5 percent of municipal fleet emissions), and save more than 500,000 gallons of fuel. These actions will save millions of dollars across City agencies by reducing on-road vehicle units, improving commuting patterns, and downsizing away from SUVs. The City will also accelerate its transition to EV and hybrid vehicles — including hybrid policing units — reducing our total fuel consumption to below 2014 levels.

- **IMPLEMENT STRATEGIC REAL ESTATE PLANNING ACROSS THE CITY'S PORTFOLIO**

In 2018, the City created an initiative led by the Department of Citywide Administrative Services (DCAS) to evaluate its real estate portfolio with the goal of reducing the cost of leased spaces and maximizing the use of owned spaces. The initiative will assess opportunities to maximize space utilization, and establish key performance indicators to improve square-footage allocation and vacancy rates, and decrease leased space by borough over the next decade. These initiatives aim to create changes to building layouts that will not only reduce our

*“The city should be a viable place to start a new life and raise a family for middle- and working-class New Yorkers.”*

– Resident of Mapleton, Brooklyn

overall space footprint, but also modernize workspaces for a more efficient, healthier, and productive office layout. Over time, this team will strategically evaluate purchase and lease decisions across the City’s portfolio of buildings to ensure the City is positioned to deliver services in the right location, at the right time. These initiatives could enable further savings opportunities, including a densified office portfolio and increased employee satisfaction and retention. In FY19 alone, the City has generated \$3 million in cost avoidance by declining requests for new space.

- **REDUCE THE COST OF PROCURED GOODS AND SERVICES**

The City is using state-of-the-art vendor management technology to improve the procurement process for both agencies and contractors. As part of this ongoing improvement, the City’s more than \$20 billion in annual procured goods and services will be digitized and streamlined through the Procurement and Sourcing Solutions Portal (PASSPort). PASSPort will help make bids more competitive by decreasing the complexity required for vendors to navigate the City’s contracting process. In parallel, these efforts are expected to provide new opportunities for small businesses, including M/WBEs, to better access City resources to grow their enterprises.

The City is developing a state-of-the-art procurement platform to reduce the City’s administrative costs in procuring goods and services across 41 mayoral agencies, collect data to strategically source goods and services based on quality and pricing, and consolidate and centralize the City’s purchasing through master contracts that provide discount pricing for bulk purchasing.

In procurement’s current state, thousands of agency and vendor personnel interact through paper and email to establish and manage contracts, monitor quality and ensure accurate payment across a \$20 billion annual purchasing portfolio. The City is designing the Procurement and Sourcing Solutions Portal (PASSPort) to standardize, digitize, centralize, and streamline procurement practices across the City with the goal of reducing the time and administrative effort that it takes for the City to purchase goods and services. These efforts also benefit vendors and nonprofit providers by decreasing

the complexity required for these stakeholders to navigate the City’s contracting process. These efforts are expected to provide new opportunities for small businesses, including M/WBEs, with increased access to City resources and opportunities to grow their businesses.

- **LIMIT AVOIDABLE LABOR COSTS FOR MUNICIPAL WORKERS**

The City will reduce labor costs within our own workforce without impeding strategic priorities. The City has already sought ways to cap overtime costs for both skilled trades workers and civilian employees. Through tightened controls and approval processes, these initiatives reinforce the expectation that agencies must minimize the use of overtime. At the same time, the City is smoothing the path to retirement for City workers while opening up advancement opportunities for lower-tenure employees and addressing the challenge of part-time work that can be difficult to fill — at a lower cost to the taxpayer. The Silver Stars program, for example, allows employees eligible for retirement to shift from full- to part-time status at the discretion of their agency while officially filing for retirement. City employees benefit by earning their pension while collecting partial wages. At the same time, it enables the transition of institutional knowledge while expanding opportunities for younger-tenure employees to apprentice or up-skill in a soon-to-be-vacant post.

- **CONTINUE TO GENERATE SAVINGS FROM CITY HEALTH PLANS**

For the past two decades, health care costs have increased dramatically for employers, including the City. The City has partnered directly with unions, reaching agreements with the Municipal Labor Committee (MLC) that mitigate rising health care costs for City employees, both active and retired. Total savings from the two agreements through Fiscal Year 2022 is \$10.3 billion, with annual recurring savings of \$1.9 billion in Fiscal Year 2021 and beyond. These savings initiatives not only reduce the per capita cost of care, but also improve the health of beneficiaries and the patient experience.

We are also addressing the long-term health and resiliency of NYC employees through worksite programs offered by WorkWell NYC that are designed to support employees with healthy eating, physical fitness, disease prevention and mental well-being.







# THE PATH FORWARD

**TO ACHIEVE OUR GOALS, WE MUST HAVE A PLAN AND HOLD OURSELVES ACCOUNTABLE.** Here, we identify the actions that are necessary to achieve our goals, the owners of each action, and the indicators that will help us measure progress and ensure success. We are also constantly working to raise our ambitions, with several opportunities in the near future to add more detail to select indicators and targets. For further information and a complete set of interim milestones, see our detailed action plans at [nyc.gov/OneNYC](https://nyc.gov/OneNYC).

INITIATIVE #5: GROW THE ECONOMY WITH GOOD-PAYING JOBS AND PREPARE NEW YORKERS TO FILL THEM		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Diversify the City's economy and broaden access to good-paying jobs	EDC, WKDEV	Funded
Strengthen and expand the capacity of adult education in a connected workforce system	WKDEV, SBS, CUNY, DOE, DYCD	Partially Funded
Integrate human capital investment into all City initiatives	WKDEV, SBS	Funded
Support the growth and retention of small businesses	SBS , EDC	Funded
Invest in the space for equitable growth	EDC	Funded
INDICATORS	LATEST DATA	TARGET
Labor force participation rate	60.8% (2019)	Increase
Individuals connected to employment through the City's workforce development programs	66,390 (2018)	Increase
Total employment	4.5M (2018)	Increase
Income disparity by race (median household earnings of white households divided by median household earnings of black, Hispanic, Asian, and other race households)	2.0 (2017)	Decrease

INITIATIVE #6: PROVIDE ECONOMIC SECURITY FOR ALL THROUGH FAIR WAGES, AND EXPANDED BENEFITS		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Aggressively enforce fair wages and working conditions	Opportunity, DCWP	TBD
Guarantee access to lifeline benefits	Opportunity, HRA	Partially Funded
Address high living costs and debt loads	Opportunity, DCA, Mayor's Office to Protect Tenants	Funded
INDICATORS	LATEST DATA	TARGET
Percentage of New Yorkers living in or near poverty	43.6% (2016)	Decrease
New Yorkers lifted out of poverty or near poverty (since 2014)	236,500 (2017)	800,000 by 2025
Food insecurity rate	14.4%	Decrease

INITIATIVE #7: EXPAND THE VOICE, OWNERSHIP, AND DECISION-MAKING POWER OF WORKERS AND COMMUNITIES		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Increase economic opportunities for minority- and women-owned business enterprises	OMWBE	Call for Action
Leverage the buying power of anchor institutions to strengthen local economies	OMWBE, MOCS	TBD
Increase employee-ownership to produce value for working New Yorkers	OMBWE, SBS	In Planning
Leverage City-owned assets to protect community wealth and generate housing assets	HPD	Funded
Expand community ownership of renewable energy infrastructure	MOS, MOR	TBD
Increase economic opportunities for diverse participants in the evolving cannabis industry	MOCJ, IGA	Call for Action
INDICATORS	LATEST DATA	TARGET
Total number of worker cooperatives created through the Worker Cooperative Business Development Initiative	48 (2018)	Increase
Amount awarded to City-certified M/WBE businesses, including subcontracts	\$1.069 billion (2018)	Increase
Total number of M/WBEs certified	6,829 (FY2018)	Increase

INITIATIVE #8: STRENGTHEN THE CITY'S FISCAL HEALTH TO MEET CURRENT AND FUTURE NEEDS		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Increase centralized savings through improved government operations	OMB, DCAS, MOCS	TBD
INDICATORS	LATEST DATA	TARGET
New York City's general obligation bond credit rating	Aa1	Maintain
Securities sector share of total wage earnings	19.1%	Decrease

For more information on the funding status of OneNYC initiatives, please see the City of New York Fiscal Year 2020 Executive Budget and Ten-Year Capital Strategy.





# WHAT YOU CAN DO

**BUILDING A STRONG AND FAIR CITY WILL REQUIRE THE HELP AND SUPPORT OF ALL NEW YORKERS. HERE ARE A FEW EASY STEPS YOU CAN TAKE:**

## 1

**DISCOVER THE BENEFITS YOU'RE ELIGIBLE FOR**, and sign up. Learn about the benefits and support available to residents, including the new IRAs for All program and programs covering public assistance, employment and unemployment benefits, food, health care, utilities, and death and grieving. Assess your eligibility at ACCESS NYC and apply at ACCESS HRA. Also book an appointment for free financial counseling or free tax prep at the City's Financial Empowerment Center for help with budgeting, tackling debt, improving credit, or opening a bank account at a local bank or credit union.

## 2

**SUPPORT LOCAL BUSINESSES**, M/WBEs, and worker-owned businesses. Shop in your neighborhood, get to know business owners, and search a worker co-op business directory, where you'll find a range of businesses covering everything from childcare to cleaning to homecare that pay fair wages in a good work environment. If your company or organization is hiring a contractor or consultant, use the City's database of 7,400 certified businesses to find a fit. For a challenge, try supporting only local businesses for a month.

## 3

**EDUCATE YOURSELF ON WORKERS' RIGHTS** and report bad behavior. Download the Workers' Bill of Rights in your preferred language to make sure you know your rights to paid safe and sick leave, minimum wage, overtime, a discrimination-free workplace, pay for work done as an independent contractor, a safe and healthy workplace, and others, based on your industry. File a workplace complaint to confidentially report violations of workplace laws.

For more ways you can get involved, visit [NYC.GOV/OneNYC](https://nyc.gov/OneNYC).  
Share your story of taking action on social media and tag us at [#OneNYC](https://twitter.com/OneNYC).



THE CITY OF NEW YORK  
MAYOR BILL DE BLASIO

DEAN FULEIHAN  
FIRST DEPUTY MAYOR

DOMINIC WILLIAMS  
CHIEF POLICY ADVISOR

DANIEL A. ZARRILLI  
OneNYC DIRECTOR

# OneNYC

Learn more about how we are building a  
strong and fair city: [NYC.GOV/OneNYC](https://nyc.gov/OneNYC)



Join the conversation on social media  
and tag us at **#OneNYC**



**OneNYC 2050**  
BUILDING A STRONG AND FAIR CITY

# THRIVING NEIGHBORHOODS

VOLUME 4 OF 9

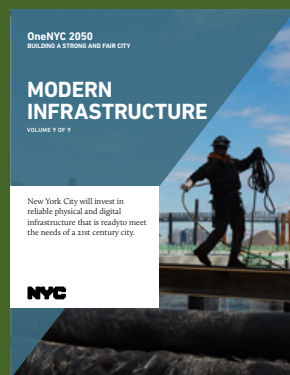
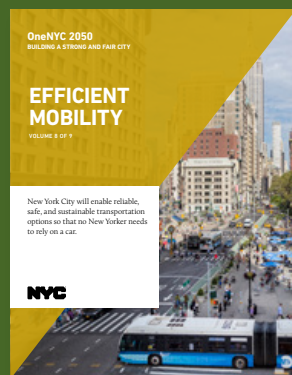
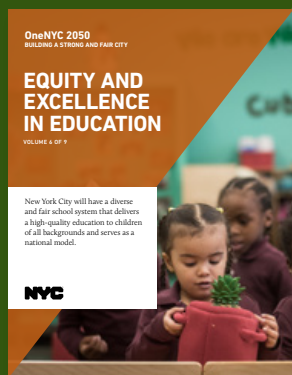
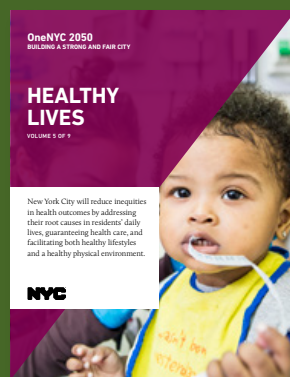
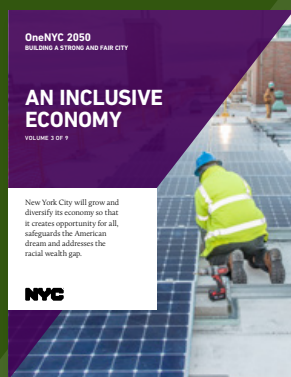
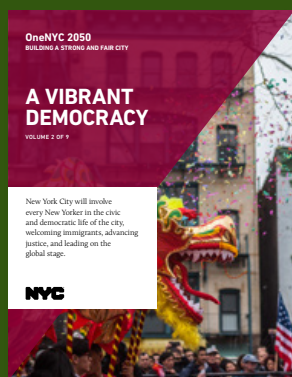
New York City will foster communities that have safe and affordable housing and are well-served by parks, cultural resources, and shared spaces.

**NYC**





# ONENYC 2050 IS A STRATEGY TO SECURE OUR CITY'S FUTURE AGAINST THE CHALLENGES OF TODAY AND TOMORROW. WITH BOLD ACTIONS TO CONFRONT OUR CLIMATE CRISIS, ACHIEVE EQUITY, AND STRENGTHEN OUR DEMOCRACY, WE ARE BUILDING A STRONG AND FAIR CITY. JOIN US.



Learn more about how we are building a strong and fair city:  
**NYC.GOV/OneNYC**

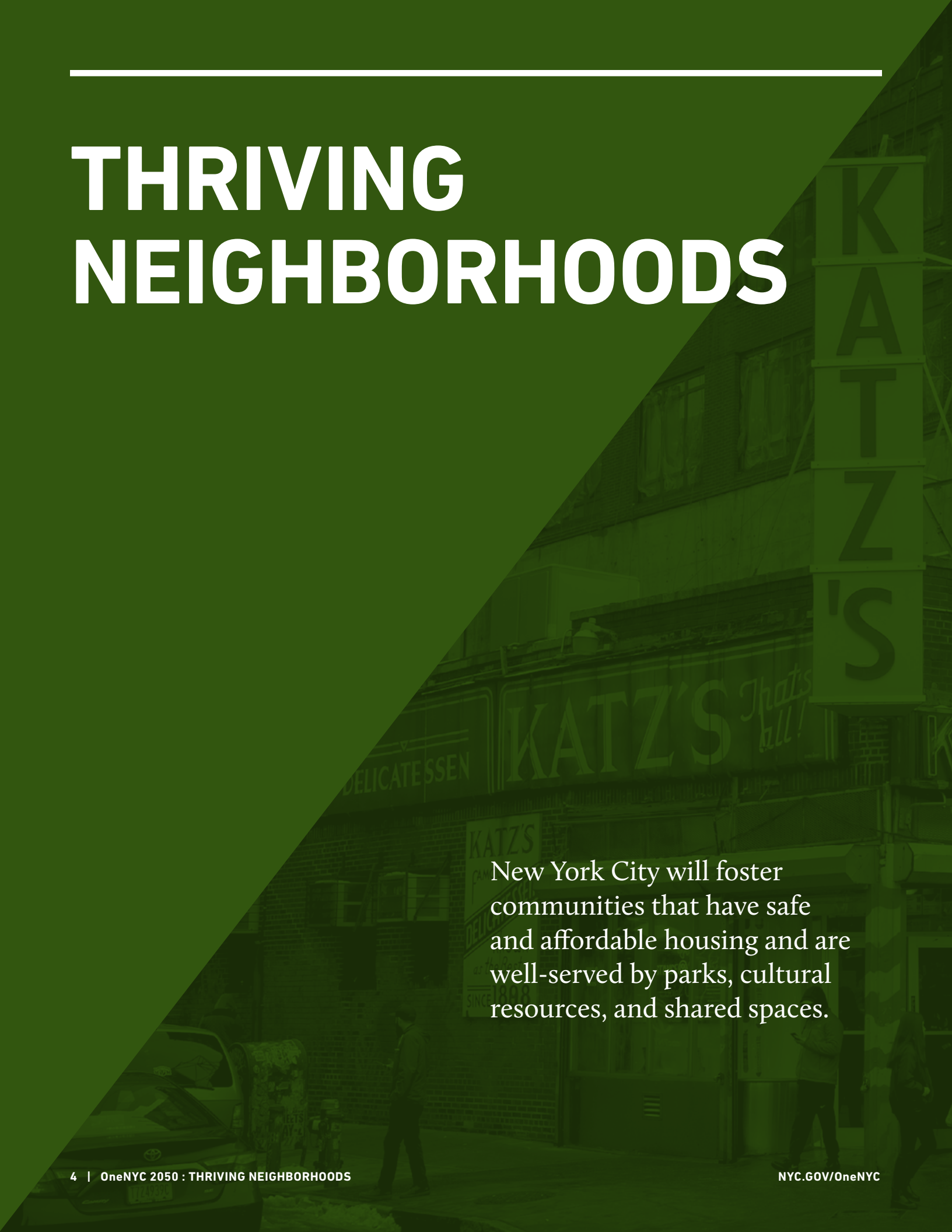
Join the conversation on social media and tag us at **#OneNYC**.

## OneNYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES THAT SECURE OUR CITY'S FUTURE.

A VIBRANT DEMOCRACY	1.	Empower all New Yorkers to participate in our democracy
	2.	Welcome new New Yorkers from around the world and involve them fully in civic life
	3.	Promote justice and equal rights, and build trust between New Yorkers and government
	4.	Promote democracy and civic innovation on the global stage
AN INCLUSIVE ECONOMY	5.	Grow the economy with good-paying jobs and prepare New Yorkers to fill them
	6.	Provide economic security for all through fair wages and expanded benefits
	7.	Expand the voice, ownership, and decision-making power of workers and communities
THRIVING NEIGHBORHOODS	8.	Strengthen the City's fiscal health to meet current and future needs
	9.	Ensure all New Yorkers have access to safe, secure, and affordable housing
	10.	Ensure all New Yorkers have access to neighborhood open spaces and cultural resources
	11.	Advance shared responsibility for community safety and promote neighborhood policing
HEALTHY LIVES	12.	Promote place-based community planning and strategies
	13.	Guarantee high-quality, affordable, and accessible health care for all New Yorkers
	14.	Advance equity by addressing the health and mental health needs of all communities
	15.	Make healthy lifestyles easier in all neighborhoods
EQUITY AND EXCELLENCE IN EDUCATION	16.	Design a physical environment that creates the conditions for health and well-being
	17.	Make New York City a leading national model for early childhood education
	18.	Advance equity in K-12 opportunity and achievement
A LIVABLE CLIMATE	19.	Increase integration, diversity, and inclusion in New York City schools
	20.	Achieve carbon neutrality and 100 percent clean electricity
	21.	Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient
	22.	Create economic opportunities for all New Yorkers through climate action
EFFICIENT MOBILITY	23.	Fight for climate accountability and justice
	24.	Modernize New York City's mass transit networks
	25.	Ensure New York City's streets are safe and accessible
	26.	Reduce congestion and emissions
MODERN INFRASTRUCTURE	27.	Strengthen connections to the region and the world
	28.	Make forward-thinking investments in core physical infrastructure and hazard mitigation
	29.	Improve digital infrastructure to meet the needs of the 21st century
	30.	Implement best practices for asset maintenance and capital project delivery

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# THRIVING NEIGHBORHOODS



New York City will foster communities that have safe and affordable housing and are well-served by parks, cultural resources, and shared spaces.



# NEW YORK CITY IS A PATCHWORK OF DISTINCT AND DIVERSE NEIGHBORHOODS AS WELL AS A GLOBAL METROPOLIS.

Each of our neighborhoods has a unique character, enriched by culture and language and the legacy of families that have lived there for generations. Our neighborhoods define routines and create memories — the corner bodega that knows your coffee order, the library where your children learned to read, the park where you play pick-up basketball.

Today, our neighborhoods face challenges as the city’s population grows. A shortage of affordable housing and commercial space are forcing some families and small businesses to leave. Public amenities such as parks and playgrounds can be difficult to access, and cultural and community centers often struggle to sustain themselves and keep up with growing needs. Many neighborhoods still carry the scars of discrimination, environmental injustice, and neglect, and residents of these neighborhoods face disproportionate health burdens related to these conditions.

## INDICATORS

NEW YORK CITY WILL MEASURE PROGRESS BY TRACKING THE FOLLOWING INDICATORS:



OneNYC 2050 addresses these challenges with strategies to ensure all of our neighborhoods thrive. We will create more affordable housing, protect vulnerable residents from displacement, and support tenants facing harassment and eviction. We will work with communities and residents to make neighborhoods safer. We will ensure neighborhoods have high-quality open spaces and cultural resources that reflect the diversity of the people who live there. Through place-based planning strategies, we will strengthen the quality and inclusivity of the neighborhoods we call home, and make them safer, healthier, greener, and more affordable.

INDICATOR	LATEST DATA	TARGET
AFFORDABLE HOUSING UNITS CREATED OR PRESERVED UNDER <i>HOUSING NEW YORK</i> PLAN, LAUNCHED IN 2014	121,919 (2018)	300,000 BY 2026
RESIDENTIAL EVICTIONS BY CITY MARSHALS	18,152 (2018)	DECREASE
SHARE OF NEW YORKERS WHO LIVE WITHIN WALKING DISTANCE OF A PARK	81.7% (2019)	85% BY 2030

## CONTEXT

### NEW YORK CITY FACES A CRITICAL SHORTAGE OF ALL TYPES OF HOUSING, ESPECIALLY HOMES AFFORDABLE TO LOW- AND MODERATE-INCOME NEW YORKERS.

Real estate speculation, funding cuts to federal housing programs that assist the most vulnerable households, and the challenge of supplying enough housing to meet demand has resulted in many New Yorkers questioning whether they can afford the neighborhoods they call home.

Today, more than half of all renters are rent burdened, with one-third severely rent burdened—which means they often have little money left for immediate expenses such as health care and food, let alone to make longer-term financial investments. The housing crisis is largely the result of rents rising faster than wages and a housing stock that has not kept up with our needs, which has contributed to the widening gap between housing demand and adequate supply. The ongoing housing crisis has contributed to a significant rise in homelessness, with approximately 60,000 New Yorkers sleeping in shelters today.

A thriving neighborhood, however, requires more than just safe, affordable housing. Access to parks, community services such as libraries and community centers, and diverse cultural amenities are all components of a healthy and meaningful life. Here, too there are disparities between different communities across the city. Many low-income communities of color continue to experience the effects of decades of underinvestment in quality community places.

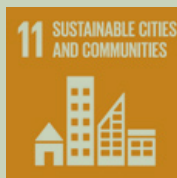
Community safety is a key to creating thriving neighborhoods. While New York City is safer than it has been in decades and low crime rates and a shrinking jail population show that we can live safely with fewer people incarcerated, disparities remain in neighborhood safety.

Through placed-based planning that takes community perspectives and citywide needs into account, we can implement strategies across the city that are highly responsive to specific neighborhood needs. We must ensure our city leverages the strength and potential of our neighborhoods if it is to grow fairly.

Recent housing production has been high compared with the 1980s and 1990s, but is still far lower than it was earlier in the city's history. It will take sustained levels of strong housing production to meet demand from a growing population.



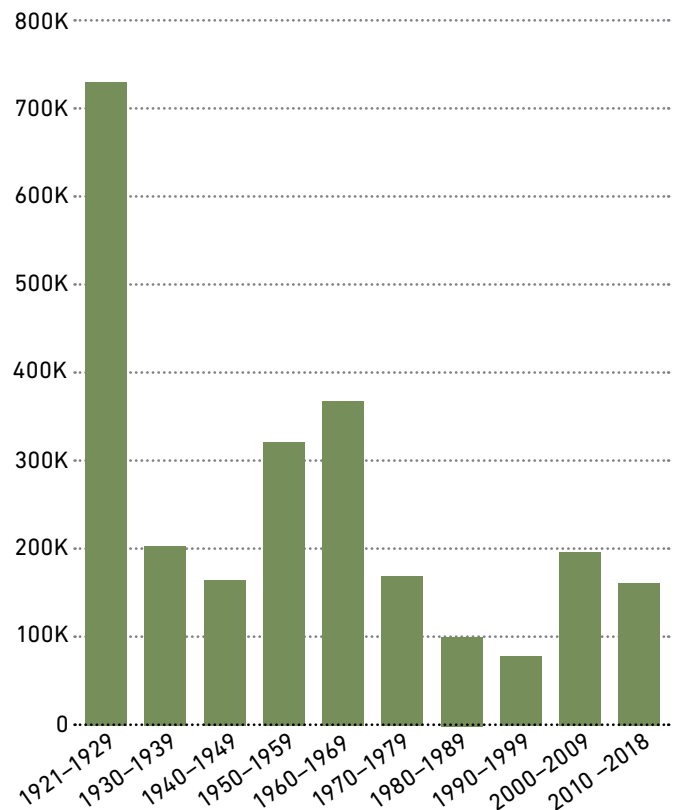
The Sustainable Development Goals (SDGs) are the global blueprint adopted by all countries at the United Nations to achieve a better and more sustainable future for all, encompassing strategies to end poverty, improve health and education, reduce inequality, spur economic growth, and tackle climate change. By demonstrating directly how OneNYC 2050 aligns with the SDGs, we strengthen our efforts to build a strong and fair city. Our goal to achieve Thriving Neighborhoods supports the following SDGs:



Learn more about the SDGs online at [sustainabledevelopment.un.org/sdgs](https://sustainabledevelopment.un.org/sdgs)

NYC HOUSING PRODUCTION BY DECADE (UNITS)

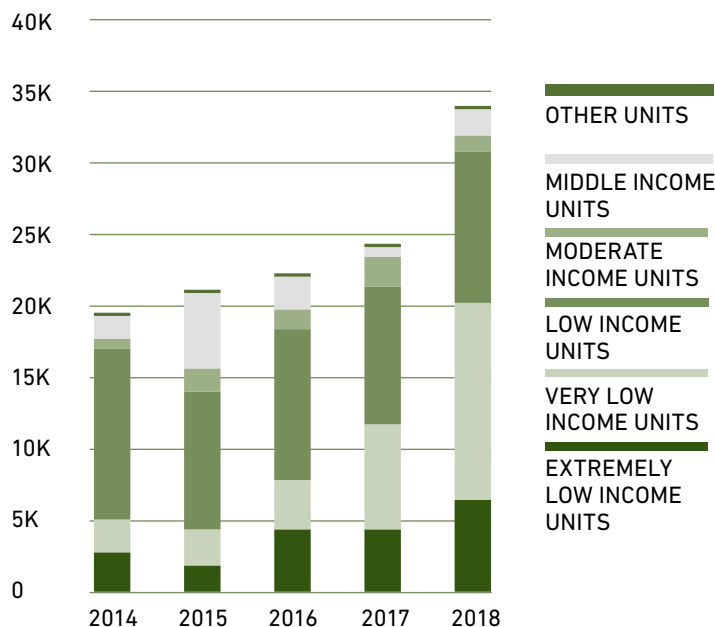
Source: DOB



Since the release of *Housing New York* in 2014, New York City has financed more than 122,000 affordable housing units for a range of household incomes.

#### AFFORDABLE HOUSING UNITS CREATED AND PRESERVED SINCE 2014 UNDER HOUSING NEW YORK

Source: HPD



## PROGRESS

### SINCE THE LAUNCH OF THE *HOUSING NEW YORK* PLAN

**IN 2014**, New York City has accelerated the creation and preservation of affordable housing to levels not seen in 30 years. It has financed over 122,000 affordable housing units, which alone could house the population of Pittsburgh. In 2017, we committed to accelerating and expanding the pace of *Housing New York* to create or preserve 300,000 affordable apartments by 2026 — 100,000 more than initially planned. Nearly 40 percent of these units are reserved for very low-income or extremely low-income households, also surpassing initial projections.

The City also passed the most aggressive Mandatory Inclusionary Housing policy in the nation, requiring developers whose properties are rezoned to allow additional capacity to dedicate a portion of the new housing to be permanently affordable. To date, rezoning actions sufficient to create approximately 5,800 permanently affordable units have been approved through individual project approvals, with thousands more units made possible through rezonings as part of neighborhood plans. Zoning for quality and affordability removed many regulatory barriers (e.g., parking requirements, impractical height limits) that significantly constrained the creation of affordable and senior housing projects.



## WHAT WE HEARD FROM NEW YORKERS

### HOUSING WAS THE MOST FREQUENTLY CITED

**CHALLENGE** facing New York City in our citywide survey, with 63 percent of more than 14,000 respondents selecting the issue, while 29 percent selected public safety. Their calls to action highlight these themes:

- Increase investment in diverse types of housing for key populations, with a focus on low- and middle-income households, single-person households, New Yorkers experiencing homelessness, and New York City Housing Authority residents.
- Promote homeownership through new programs targeted to affordable options.
- Expand rent stabilization and vacancy taxes.
- Add more space for youth recreation and to make the city greener and cleaner.
- Enact law enforcement reform and improve public safety through community patrols.

One respondent shared, “More attention should be paid to ‘low-income’ housing.” Another suggested, “Hiring more law enforcement that look like the racial and ethnic makeup of New York City,” and enhancing neighborhood patrol programs to deter drug use by “strengthening relationships between officers and the communities they serve.”



A reformed 421a program requires affordable housing in rental properties using the exemption, and eliminates tax breaks for luxury condos. Taken together, the City is in a position to reach a sustained goal of 25,000 affordable units preserved or constructed per year — a rate it has never before achieved.

To address homelessness, the City has undertaken a major commitment to housing services for the most vulnerable New Yorkers. In 2016, we restructured the way homeless services are delivered, creating a streamlined management structure under the Department of Social Services. Today, low-income New Yorkers facing an immediate housing crisis have a single point of contact, Homebase, wherein all their housing needs can be met, including support services and short-term and ongoing financial assistance. Homebase programs craft individualized service plans with core services to help individuals remain in stable housing. Since 2014, the Homebase program has been expanded from 14 to 26 locations, and now provides coordinated preventive, aftercare, and community support services, including benefits advocacy, budgeting, employment, short-term financial assistance, and assistance with housing relocation. For the last few years, the number of people in City shelters has remained flat for the first time in a decade — and evictions dropped by 37 percent citywide between 2013 and 2018, enabling more than 100,000 New Yorkers to stay in their homes. Other efforts to protect tenants include launching the Tenant Anti-Harassment Unit and introducing universal access to legal representation for low-income tenants facing evictions in Housing Court.

The City also launched groundbreaking efforts to improve neighborhood parks through the Community Parks Initiative and Parks Without Borders, working with communities to invest in public spaces in dense and growing neighborhoods that have not seen major investment in decades. In addition to improving parks within the boroughs, the City released plans to complete the Manhattan greenway, a 33-mile loop that will run continuously around the edge of the island of Manhattan. The Manhattan greenway is nearly complete, and may be extended to the city's other boroughs.

More funding enabled libraries citywide to offer six-day service and extend branch hours, while capital investments increased access to millions of books, resources, and programs. Customized plans for the commercial revitalization of thoroughfares, through the Neighborhood 360 program, strengthen the small businesses and streets that anchor our neighborhoods. In 2017, the City released *CreateNYC*, New York City's first-ever comprehensive cultural plan, which outlines a path to diversify and increase access to arts and culture programming throughout the city, thereby reinforcing a cornerstone of our city's identity. Building on feedback from nearly 200,000 New Yorkers, *CreateNYC* is a blueprint to strengthen the city's cultural sector, targeting investments to address historically underserved communities across all five boroughs.

To promote safety in all communities, in 2014 the City launched the Mayor's Action Plan for Neighborhood Safety (MAP), a comprehensive approach to reduce violent crime at 15 public housing developments that accounted for 20% of violent crime in the City's public housing. These neighborhoods also suffered from neglected parks, poor access to healthy food, and struggling commercial corridors.

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## WHAT WE WILL DO

**ONENYC 2050 OFFERS BIG SOLUTIONS TO BIG CHALLENGES, INCLUDING PLANS TO CREATE AND PRESERVE 300,000 UNITS OF AFFORDABLE HOUSING, AND GENERATE 100,000 GOOD-PAYING JOBS.** This requires supporting continued mixed-income housing creation in transit-accessible areas and supporting transit-oriented growth across the region. The City will pursue these ambitious goals through plans that are formulated at the neighborhood scale, with an emphasis on affordability and livability.

OneNYC 2050 details plans to create a network of quality open spaces that connect our playgrounds, parks, plazas, and beaches to homes and workplaces with bicycle and pedestrian infrastructure. We will activate hidden open spaces, including the waterfront, vacant sliver lots, and areas under elevated trains and highways. We will target cultural investments to low-income neighborhoods that have rich cultural assets but little institutional support. All neighborhoods will have access to healthy food as the network of green markets is expanded, making it more affordable for low-income families to shop at them. Equally importantly, the City will provide tools that enable communities to meaningfully participate in the planning of their neighborhoods.

*“More funding is required for adequate housing of the homeless, disabled, and victims of abuse.”*

— Resident of East Village, Manhattan

# INITIATIVE 9 OF 30

## ENSURE ALL NEW YORKERS HAVE ACCESS TO SAFE, SECURE, AND AFFORDABLE HOUSING

**EVERY NEW YORKER DESERVES A SAFE AND AFFORDABLE PLACE TO LIVE.** The City's diverse housing options accommodate people from every imaginable background. That diversity drives economic growth, as employers locate here to take advantage of the city's vast talent pool. Maintaining and expanding these opportunities depends on addressing the housing crisis. Simply put, at a time when economic mobility is far too limited around the country, the opportunities in New York City can help people get ahead — but only if they have adequate housing they can afford.

Housing affordability remains an enormous challenge for many residents, particularly low-income New Yorkers. Lack of affordable

housing can force residents to make stark choices, such as putting up with substandard housing conditions that negatively impact their health and well-being. Low-income families might be forced to make difficult trade-offs between food, heating, and other basic needs. Some might be forced to leave the City altogether, while others may become homeless. The long history of housing discrimination that limited access to housing and economic opportunity all too often means the communities hit hardest by today's crisis are those that have suffered in the past. And increasingly, our housing challenges are intertwined with those of the surrounding region, because the region overall is providing too few affordable housing options.





## KEEP NEW YORKERS IN THEIR HOMES AND PROTECT THE HOUSING STOCK

The City's housing stock includes nearly 1 million rent-regulated housing units, 175,000 public housing apartments, and many market-rate units that house millions of low- and middle-income New Yorkers. It is crucial that current and future tenants in New York City have access to stable and secure housing.

### • PROTECT TENANTS FROM DISPLACEMENT

The City is continuing efforts to protect tenants from harassment, unsafe living conditions, and displacement by unscrupulous landlords. In 2019, the City launched a new Mayor's Office to Protect Tenants that will lead the City's anti-harassment and outreach initiatives across multiple agencies, utilize data to focus efforts, and coordinate with advocates. We are also expanding efforts to protect tenants through the Tenant Anti-Harassment Unit housed at the Department of Housing Preservation and Development (HPD), and the launch of data-driven tools such as the Speculation Watch List and Certification of No Harassment program. Another program, Partners in Preservation, is rolling out in East Harlem, Inwood, and Jerome Avenue in the Bronx to work with community-based organizations to jointly coordinate anti-displacement initiatives — such as code enforcement, tenant organizing and education, legal representation, affirmative litigation, and other strategies.

### • PROVIDE TENANT LEGAL AID TO ALL NEW YORKERS BY 2022

For decades, tenants who found themselves facing eviction often lacked legal representation and were therefore at a severe disadvantage. New York City is the first city in the nation to commit to providing every tenant facing eviction in housing court or NYCHA termination of tenancy proceedings with free legal services — a plan which at full implementation is expected to provide services to 400,000 individuals annually. The City is funding and implementing its Universal Access to Counsel initiative in phases and, since 2014, City-funded legal services for tenants have provided assistance to a quarter-million New Yorkers facing the threat of eviction and displacement.

### • SEEK REFORM TO STATE RENT REGULATION LEGISLATION

The rent-stabilized housing stock is an irreplaceable source of low-cost housing that is affordable to low- and moderate-income New Yorkers. Median household income for rent-stabilized units is 33 percent lower than that of private, renter-occupied units. Under the current system, the City is at risk of losing lower-cost rent-regulated units, which are critical to our ability to meet the housing needs of low- and moderate-income New Yorkers. The City's guiding principles for reforming the rent regulation system are:

1. Retaining rent stabilized stock
2. Preserving affordability and stabilizing rent levels
3. Ensuring current tenants are secure in their homes and neighborhoods
4. Protecting benefits of rent stabilization for future tenants
5. Maintaining the quality of the stock

### • IMPLEMENT NYCHA 2.0 TO SUPPORT THE SUCCESS OF THE LARGEST PUBLIC HOUSING AUTHORITY

In late 2018, the City announced NYCHA 2.0, a comprehensive plan to preserve public housing. This plan will ensure residents have the safe, decent, and affordable homes they deserve by making critical fixes, improving operations, and creating new funding sources. The Fix to Preserve program addresses health and safety issues including heating, mold, pests, and lead. It will also improve services and maintenance through organizational changes and improved service-delivery models. To create new funding sources, PACT to Preserve will use Department of Housing and Urban Development (HUD) Section 8 funding, including Rental Assistance Demonstration, to fund renovations and convert 62,000 apartments to permanently affordable housing. Build to Preserve will address roughly \$2 billion in capital repairs through new development on NYCHA land. Transfer to Preserve will deliver approximately \$1 billion in capital repairs through the sale of unused development rights, also known as air rights.

### • HELP LOW-INCOME HOMEOWNERS STAY IN THEIR HOMES

Many low-income homeowners are not able to afford home repairs, especially families struggling to make mortgage payments. These repairs are essential to maintaining the health and safety of a home. The City recently launched HomeFix to help low- and moderate-income homeowners in one-, two-, three-, or four-family properties fund home repairs, while also leveraging the services of community and nonprofit partners. It is estimated that HomeFix will serve approximately 100 households per year over the next eight years. The City will explore expansion based on initial program results.

## CREATE OR PRESERVE 300,000 AFFORDABLE UNITS BY 2026 AND INCREASE OVERALL HOUSING SUPPLY

To address the affordability crisis head on, in 2017 the City committed to accelerating and expanding the pace of *Housing New York* to achieve 300,000 affordable apartments by 2026. Through a range of strategies, including land use actions, new financing tools, partnerships with nonprofit organizations, and innovative new approaches, we will find more efficient ways to design and build affordable units and deliver them on time, and also make more land available for developing affordable and mixed-income housing.

### • PARTNER WITH COMMUNITY ORGANIZATIONS TO PRESERVE AFFORDABILITY

The City launched Neighborhood Pillars, a \$275 million public-private fund to help nonprofit organizations acquire, and preserve affordability in, existing unregulated and rent-stabilized buildings. The program is expected to fund acquisition of approximately 1,000 homes annually, many of which are at risk of speculation and rapid turnover, totaling 7,500 homes over the next eight years that will be locked into long-term affordability.



# PROMOTING INNOVATION IN HOUSING

## NEW YORK CITY WILL EXPLORE INNOVATIVE HOUSING CONSTRUCTION METHODS TO INCREASE THE SUPPLY OF AFFORDABLE HOUSING THROUGHOUT THE CITY.

**WITH RISING LAND AND CONSTRUCTION COSTS**, the City must find ways to get more from every dollar invested in affordable housing, and deliver that housing faster to families in need. New York City is developing a number of strategies to advance innovative housing construction methods, some of which are ready to move from their experimental phase to broader application.

The City is currently piloting **MODULAR NYC** to evaluate whether modular construction can significantly reduce development time and cost. Through Modular NYC, the City is building 80 units of mixed-use modular affordable housing in Far Rockaway, Queens, with Radiant Development LLC. The City also plans to partner with Thorobird Companies and Bangladeshi American Community Development and Youth Services to develop 167 units of modular affordable housing in East New York.

**ShareNYC** is an initiative that explores shared facility housing. The city launched a Request for Expressions of Interest seeking proposals for the design, construction, and management of shared housing on private sites throughout the city. Shared housing, defined as any unit with two or more independently occupied rooms that share a kitchen or bathroom, can meet housing needs, promote income diversity, and leverage construction-cost savings.

Launched by the City in 2018, **BIG IDEAS FOR SMALL LOTS NYC** is a design competition in partnership with the AIA NY to unlock the potential of vacant lots by encouraging innovative proposals to build tiny homes and other infill housing on sites previously considered too small or irregular for development. The two-phase design competition will be evaluated by an esteemed jury and result in real projects being financed and developed on the City's small lots.

The City passed legislation in 2019 to create a **BASEMENT APARTMENT CONVERSION PILOT PROGRAM**. The pilot will create a pathway for transforming certain basement and cellar apartments into safe, legal, affordable homes. The new law establishes a three-year demonstration program to facilitate the creation and renovation of apartments in the basements and cellars of qualifying one- and two-family homes in Brooklyn Community District 5.

Recognizing that communities across the city benefit from investment in and proximity to the arts, the City is exploring how best to **INTEGRATE HOUSING WITH WORK SPACE AND COMMUNITY FACILITY SPACE THAT SERVE ARTISTS AND ARTS ORGANIZATIONS** and benefit the surrounding communities. For example, new development on City-owned land in Brownsville will support the neighborhood's goals of creating space where professional artists can nurture and showcase their work, using the arts to bring people together, celebrate history and pride in the neighborhood, and create pathways for economic opportunity



MODULAR HOUSING UNITS IN BROOKLYN.

Source: HPD



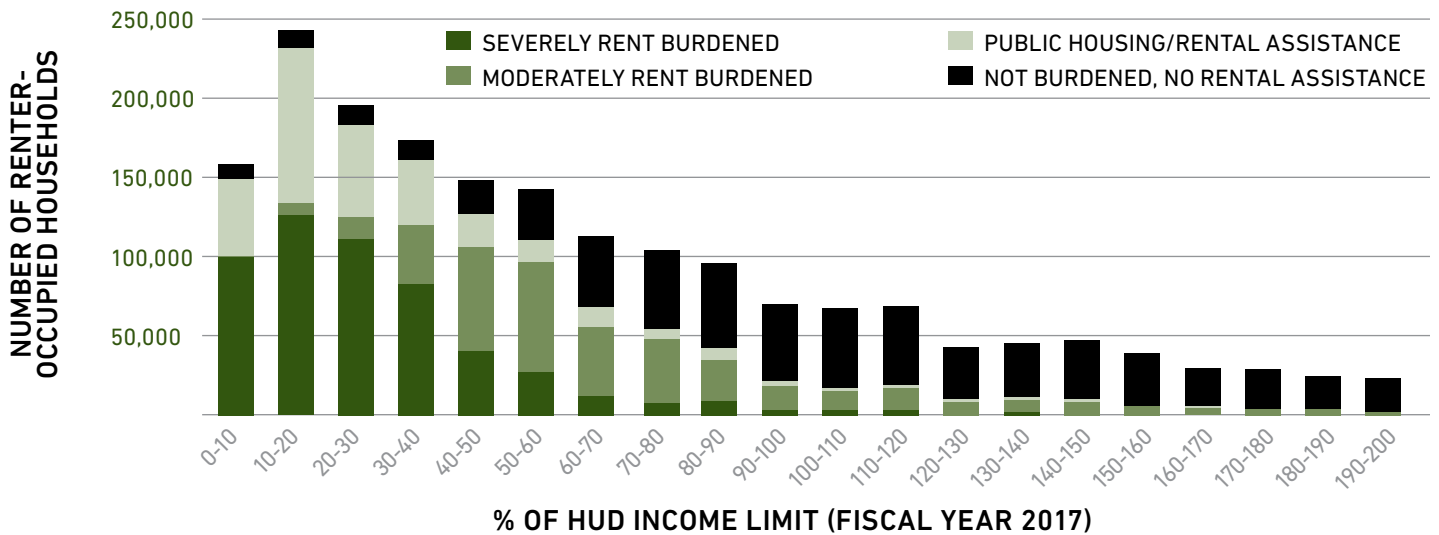
POTENTIAL SITE FOR THE BIG IDEAS FOR SMALL LOTS DESIGN COMPETITION ON FREEMAN STREET IN THE BRONX.

Source: HPD

More than half of New Yorkers are rent burdened, spending more than 30 percent of their income on housing, and more than a quarter are severely rent burdened, spending more than half their income on housing.

#### RENT BURDENED HOUSEHOLDS BY INCOME GROUP (BASED ON A FAMILY OF FOUR), 2017

Source: Census Bureau Housing and Vacancy Survey: 2017 Microdata; Income brackets from HUD



## SUNNYSIDE YARD

**SUNNYSIDE YARD IS A 180-ACRE ACTIVE PUBLIC RAILYARD IN WESTERN QUEENS.** The City and Amtrak launched a master planning process to design a new vision for its future, created collaboratively by a diverse team of community leaders, technical experts, elected officials, and public agencies. A City feasibility study found that an overbuild development of Sunnyside Yard could bring thousands of new housing units, commercial space, schools, parks, and more to serve residents and surrounding communities.

Source: NYCEDC



#### • PRESERVE 15,000 AFFORDABLE MITCHELL-LAMA HOUSING UNITS BY 2026

Nearly 20,000 co-ops and rentals created under the 1950s Mitchell-Lama program have left the program since 1989 due to market pressures. To protect the long-term affordability of the City's remaining Mitchell-Lama developments, the City has preserved 34,000 of these homes, and is targeting the preservation of an additional 15,000 homes over the next eight years.

#### • DEVELOP UNDERUSED SITES FOR HOUSING

It is critically important to capitalize on opportunities for housing where ever large, appropriately located, underutilized parcels of land present an opportunity. Sites in all five boroughs include obsolete facilities; large, low-rise commercial sites; and even infrastructure that can support overbuilds, such as rail yards and tracks. For example, sites at Sunnyside Yard and Willets Point in Queens and the New Stapleton Waterfront in Staten Island can support a development program with a substantial housing component.

#### • CONTINUE THE CLEANUP AND REDEVELOPMENT OF BROWNFIELD SITES

The City has over 8,500 properties designated by the City as subject to mandatory environmental study and management. The City assists community based-organizations to plan and redevelop vacant or underutilized land in their neighborhoods, through technical assistance and grants. Since 2014, 756 lots covering 187 acres were cleaned up through brownfield programs, supporting the creation of more than 5,200 affordable and supportive housing units. The City is committed to continuing this work by cleaning up 850 additional lots by 2021.



EXPAND HOUSING AND RELATED SERVICES TO SUPPORT THE CITY’S MOST VULNERABLE POPULATIONS

While a lack of affordable housing is a city-wide problem, some populations and communities are disproportionately impacted. Many low income communities of color have faced decades of housing discrimination, disinvestment and limited opportunities, making them particularly vulnerable to housing insecurity and homelessness. Seniors and people with disabilities often have specific housing requirements that can be a challenge to meet with limited budgets in a tight housing market. We are committed to expanding initiatives to aid and support residents who face critical housing needs.

• EXPAND RENTAL ASSISTANCE PROGRAMS TO PREVENT HOMELESSNESS

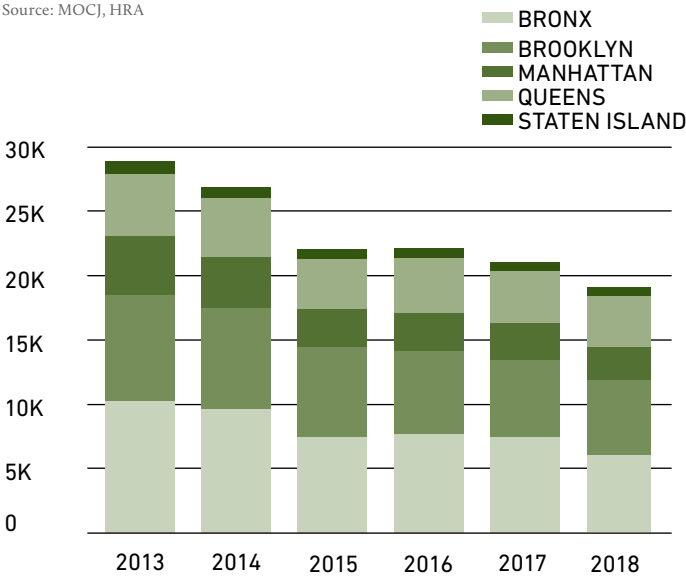
Since 2014, the City has launched several new rental assistance programs. In 2018, the City streamlined all City-funded rental assistance programs into a single subsidy so at-risk New Yorkers could easily access them. As of March 2018, these programs have helped more than 109,000 New Yorkers move out of shelters or avoid homelessness. We will also reinstate rehousing programs to prevent homelessness and provide permanent housing options for already homeless families and adults.

• REIMAGINE THE SHELTER STRATEGY

The City’s primary goal is to keep families and individuals from losing their homes and ending up on the street or in shelter. When staying in a shelter is unavoidable, it is the city’s

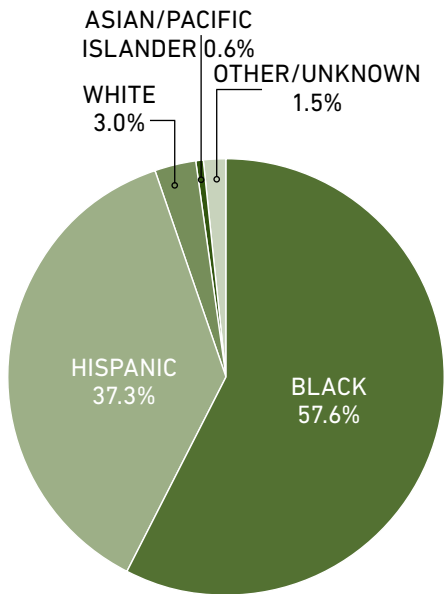
Since 2013, the number of evictions in New York City has fallen by 37 percent. During this time, the City started guaranteeing universal legal assistance for low-income tenants facing eviction and strengthening other assistance programs.

Source: MOCJ, HRA



In 2016, 97 percent of families with children in shelters were people of color.

Source: DHS



goals to provide shelter in a way that enables New Yorkers who are homeless to stabilize their lives and move back into their communities as soon as possible. Reimagining the shelter system included closing cluster apartments, closing commercial hotels and replacing them with approximately 90 new shelters to shrink the city-wide shelter footprint, improve the quality of services and keep people in their neighborhoods.

• SERVE 30,000 SENIOR HOUSEHOLDS BY 2026

We are doubling our efforts in senior housing to serve 30,000 households over the extended 12-year plan. To meet this additional commitment, the City has launched Seniors First, a three-pronged strategy to enable seniors to age in place, make more housing accessible to people with disabilities, build senior housing on underused public land, and target federal HUD 202 developments for preservation efforts. As part of that, HPD’s Senior Affordable Rental Apartments (SARA) Program provides gap financing in the form of low-interest loans to support the construction and renovation of affordable housing for low-income New Yorkers aged 62 and up. To date, we have financed nearly 7,400 senior homes.

• CREATE 75,000 AFFORDABLE HOUSING UNITS FOR VERY LOW-INCOME HOUSEHOLDS BY 2026

As part of its plan to provide 300,000 units of affordable housing to New Yorkers by 2026, the City is committed to serving the poorest New Yorkers. These include 31,500 homes for extremely low income households making \$28,170 or less per year for a family of three, and 43,500 homes for low income households making less than \$46,950 per year for a family of three.



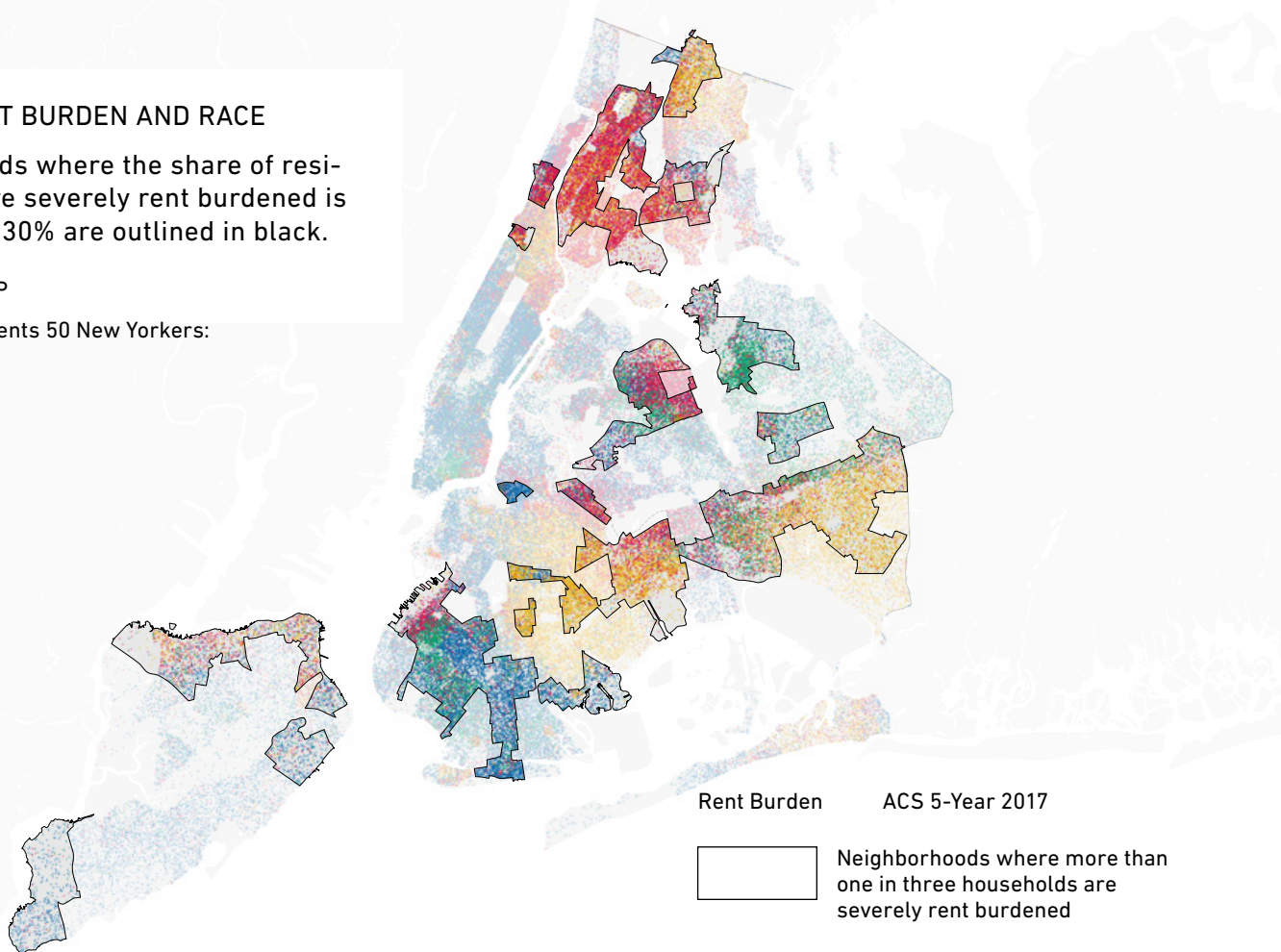
## SEVERE RENT BURDEN AND RACE

Neighborhoods where the share of residents who are severely rent burdened is greater than 30% are outlined in black.

### RACIAL MAKEUP

Each dot represents 50 New Yorkers:

- Asian
- Black
- Hispanic
- White
- Other



### • CREATE 15,000 NEW SUPPORTIVE HOUSING UNITS BY 2030

Supportive housing provides permanent housing combined with on-site services for clients with special needs. The City has committed to creating 15,000 supportive housing apartments by 2030, using a proven model that saves public dollars, and is a critical tool in meeting the City's commitment to housing New Yorkers in need. Progress has been more difficult than initially expected and the City will redouble its efforts to meet this target.

## ANALYZE RESIDENTIAL SEGREGATION AND PROMOTE FAIR HOUSING

Many New Yorkers lack equal access to the opportunities our city has to offer due to both historic and present-day injustices based on race, ability or any other type of discrimination. Where We Live NYC is a collaborative, City-led process to promote fair housing, confront segregation, and take action to advance opportunity for all. It is inspired by HUD's 2015 Affirmatively Furthering Fair Housing Rule, which pushed cities to analyze fair housing issues more thoughtfully, and develop innovative goals and strategies to empower more residents to live in thriving neighborhoods. Through Where We Live NYC, New York City is working with community leaders, residents, and government partners to create the next chapter of fair housing policies. The City will publish a final report in fall 2019, which will include policy solutions and strategies to move us toward a more just and inclusive New York City.

## SUPPORT EFFORTS TO CREATE NEW HOUSING AND JOBS THROUGHOUT THE REGION

New York City is part of a metropolitan area of 23 million people and 10 million jobs, almost half of which are in the city. Since World War II, the majority of new housing and job growth in the region occurred in suburban areas. But in the past decade, housing and job growth have been concentrated within the city, as more people and businesses gravitate to urban neighborhoods.

As the region continues to grow, New York City cannot address the need for housing and job centers alone. We will work with regional partners to ensure both city and suburbs are growing and thriving together. As part of OneNYC, the City launched a first-of-its-kind regional planning division to support collaboration with other municipalities, local governments, and local planning departments on shared planning challenges. To date, the City has met with more than 40 regional governments, and routinely works with the planning leadership group of the region's largest municipalities, to create a region-wide vision of equitable growth.

New York City will deepen collaboration with governments across the region to address housing affordability. The City will engage in a region-wide effort to bring attention to and combat the regional housing affordability crisis, including providing data analysis to understand changing regional housing needs, and supplying technical assistance to regional affordability planning efforts.

## INITIATIVE 10 OF 30

# ENSURE ALL NEW YORKERS HAVE ACCESS TO NEIGHBORHOOD OPEN SPACES AND CULTURAL RESOURCES

**NEW YORK CITY'S VIBRANT NEIGHBORHOODS ARE DEFINED BY SHARED SPACES: PARKS, PLAZAS, ART VENUES, AND INSTITUTIONS SUCH AS LIBRARIES, AS WELL AS NATURAL LANDSCAPES.**

Parks and open spaces support the health and well-being of every New Yorker. They provide opportunities for recreation and physical activity, reduce pollution, offer habitat for flora and fauna, and help mitigate the impacts of climate change. In addition, parks are important for civic engagement, interaction with neighbors, economic development, and community revitalization.

Cultural institutions enrich neighborhood life. They provide opportunities for local artists to show their work and attract creative individuals and tourists to the city. Access to culture is also critical to the well-being of residents, as it improves social connections and school achievements, lowers stress, raises community awareness, and enhances civic engagement.

We recognize the links between the city's natural, recreational, and cultural spaces and the myriad ways we can support and enhance them. By investing in parks and recreation spaces in areas of highest need, more New Yorkers will be able to enjoy open spaces and a variety of cultural events and activities that bring communities together, contribute to better health, and foster cohesion and community development.

KIDS ENJOY RECREATION SPACE AT LOUIS SIMEONE PARK IN QUEENS, NEWLY RENOVATED THROUGH THE COMMUNITY PARKS INITIATIVE.

Source: NYC Parks

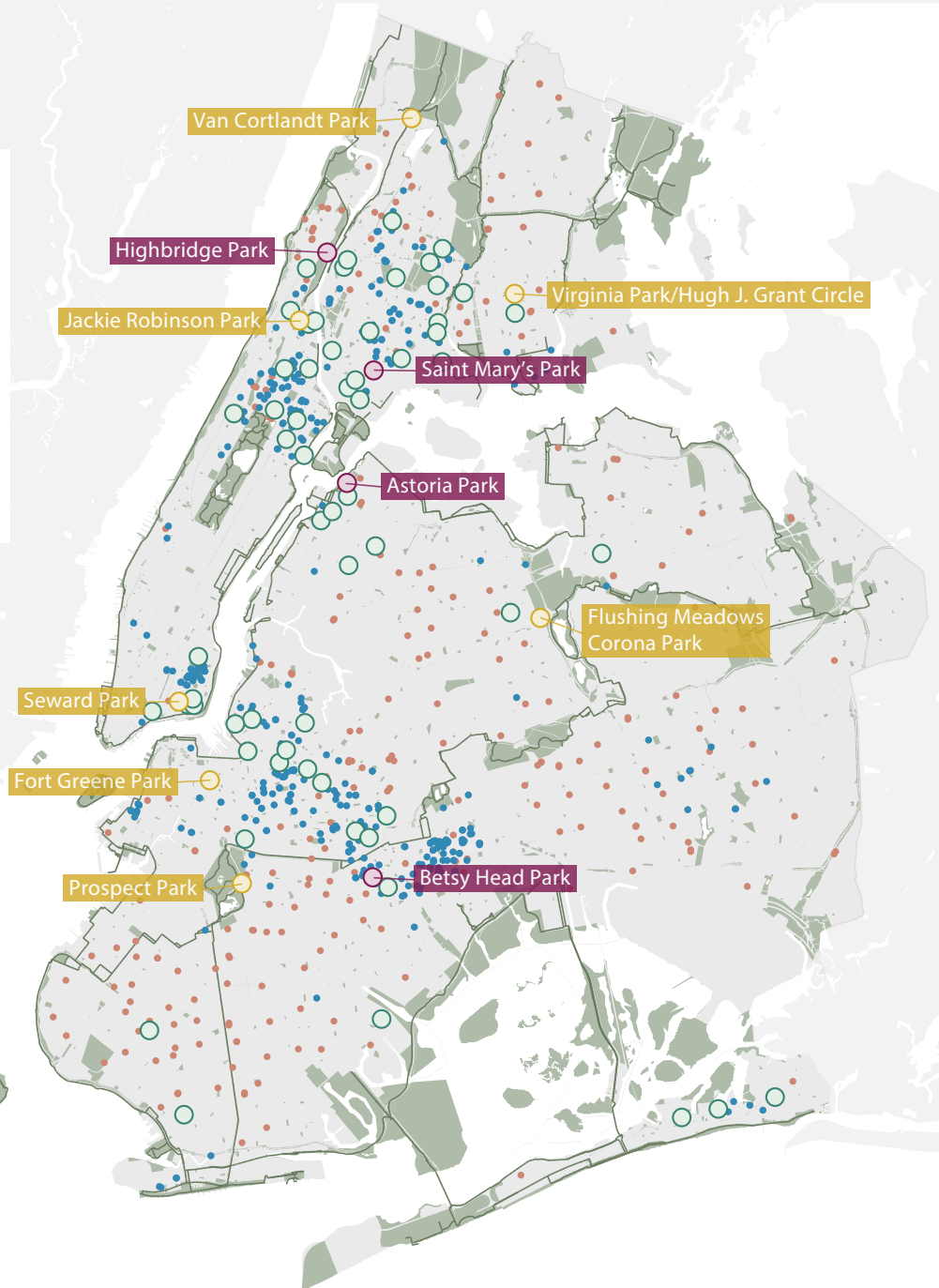


New York City is investing in parks and open spaces throughout the five boroughs through the Community Parks Initiative, Parks Without Borders, Anchor Parks, and neighborhood investments, such as community gardens and plazas.

Source: Parks, DOT, Trust for Public Land

#### Parks and Open Spaces in New York City

- Publicly Accessible Open Space, State, and Federal Land (Parks, Plazas, Piers, Beaches, and Esplanades)
- Community Parks Initiative Capital Projects
- Anchor Parks Capital Projects
- Parks Without Borders Capital Projects
- Community Gardens
- Schoolyards to Playgrounds
- Greenways





# BUILDING HEALTHY COMMUNITIES PROGRAM



A community's infrastructure and access to opportunities for well-being are important determinants of health. Vibrant public spaces, access to healthy and affordable food, and fitness opportunities are essential for people to engage with each other, eat nutritiously, exercise, and play.

Long-standing and rising income inequality, combined with a history of racial residential segregation, has led to startling health inequities experienced most by neighborhoods that lack opportunities for well-being.

Building Healthy Communities works with local, public, and private partners to address those inequities together and improve community health by improving opportunities for physical activity, increasing access to nutritious and affordable food, and promoting community safety through vibrant public space.

Led by the Mayor's Office of Strategic Partnerships and the Fund for Public Health in New York, Building Healthy Communities will combine the existing resources of 11 city agencies with the generosity of business and philanthropic communities. To learn more about other health initiatives, see the *Healthy Lives* volume.



## NEW YORK CITY'S URBAN FOREST

**NEW YORK CITY'S URBAN FOREST IS COMPOSED OF ABOUT 7 MILLION TREES LOCATED IN STREETS, PARKS, BACKYARDS, AND FORESTED AREAS**, with tree canopy covering 22 percent of the City. Together, trees and associated stewardship activities provide crucial natural and social infrastructure, contributing to the resiliency, health, and environmental quality of our communities. New York City trees reduce air pollution, sequester carbon, divert stormwater, and reduce building energy use at a remarkable scale, providing annual benefits valued at over \$100 million. The urban forest also undergirds our efforts to combat extreme heat, an emerging threat that disproportionately impacts specific neighborhoods and vulnerable populations. Tens of thousands of local residents volunteer to help care for trees, contributing to neighborhood pride and community cohesion. As part of our commitment to provide equal access to nature to support every aspect of community resiliency, we will continue to plant and replace street trees in neighborhoods with high vulnerability to heat, and mobilize New Yorkers to become stewards of our green spaces.

## IMPROVE OPEN SPACES AND INCREASE OPPORTUNITIES FOR RECREATION IN UNDER-RESOURCED AND GROWING NEIGHBORHOODS

All New Yorkers must be able to benefit from accessible open spaces. Currently, 81.7 percent of New Yorkers live within walking distance of a park (an increase of more than 180,000 residents since 2015). The City will raise this to 85 percent by 2030 by increasing access and targeting open-space acquisition and development in under-resourced and growing neighborhoods. The following initiatives detail other programmatic efforts to create a more equitable and accessible parks system.

- **IMPLEMENT THE COMMUNITY PARKS INITIATIVE**

The Community Parks Initiative (CPI) is a cornerstone of the City's efforts to ensure all New Yorkers benefit from accessible and thriving open spaces. CPI is a citywide program to improve historically under-invested parks in neighborhoods where the need is greatest, through capital investments, park programming, and operating support. The City will continue to implement the program, with 15 projects scheduled for completion in 2019.

- **ACTIVATE PEDESTRIAN PLAZAS AND STREETS WITH A FOCUS ON NEIGHBORHOODS WITH LIMITED OPEN SPACE**

New York City has countless open-space assets hidden in plain sight: our streets and vacant lots, and under bridges and highways. City streets comprise 27 percent of New York City's land area, and function as public spaces essential to urban vitality and healthy lifestyles. Well-designed pedestrian plazas enhance safety, walkability, and accessibility while also providing communities with space to gather, supporting local businesses, and hosting cultural events. The City will continue to rebalance street usage for pedestrians by converting underused roadways into pedestrian plazas, especially in low- to moderate-income neighborhoods with few open-space resources.

To ensure all neighborhoods have access to high quality public space, the Department of Transportation (DOT) will continue the OneNYC Plaza Equity Program, which provides funding and technical assistance to under-resourced communities to cover maintenance, trash removal, event planning, and horticultural services. This will allow the City to build and sustain high-quality streetscapes and pedestrian plazas in all neighborhoods regardless of income or local capacity, while also complementing Vision Zero street-improvement projects that include enhanced streetscapes, expanded greenery, and new street furniture.

The City will also continue to develop its El-Space Program to address spaces beneath the 300 miles of elevated train lines and highways largely located in lower-income neighborhoods. Spaces underneath this infrastructure have been overlooked and underutilized, often creating an unfriendly pedestrian





THE HORTICULTURAL SOCIETY OF NEW YORK PROVIDES PLAZA MAINTENANCE SERVICES AS PART OF THE ONENYC PLAZA EQUITY PROGRAM.

Source: DOT



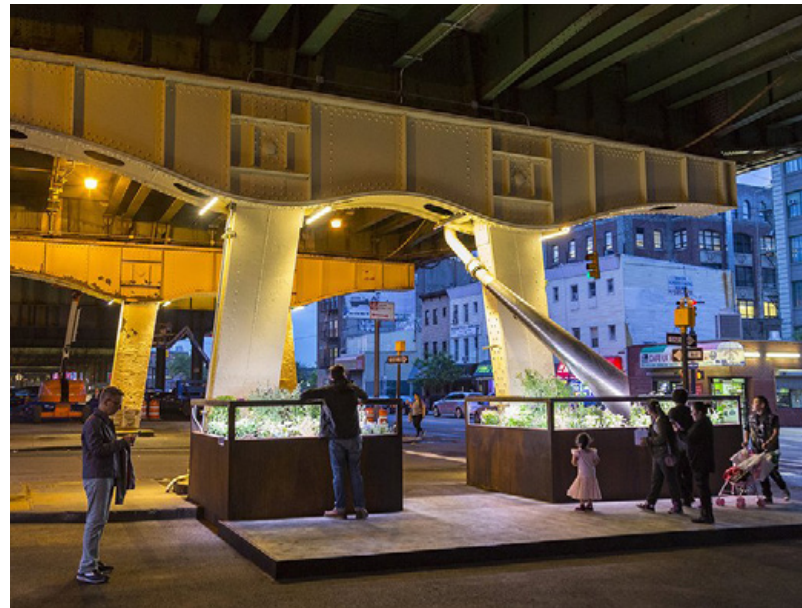
DOT LAUNCHED A MOVABLE EL-BOX CONCESSION, WHICH WAS TESTED IN 2018 ADJACENT TO THE BROOKLYN BRIDGE ARCHES IN LOWER MANHATTAN.

Source: DOT



FLEXIBLE SEATING IN BLISS PLAZA IN SUNNYSIDE QUEENS.

Source: DOT



EL-SPACE PROGRAM PILOT PROJECT IN SUNSET PARK DEMONSTRATING PEDESTRIAN AND PARKING IMPROVEMENTS, GREEN INFRASTRUCTURE SYSTEMS, AND LIGHTING.

Source: DOT

environment as well as a physical barrier that disrupts the neighborhood fabric. The El-Space Program will inventory these spaces, identify potential uses based on the surrounding context, and work with local groups and other agencies to reclaim locations for a variety of uses, including recreational and commercial activities, parking with high-capacity electric-vehicle charging, and storage.

#### • **EXPAND RECREATIONAL ACCESS TO THE WATERFRONT**

With its calm harbor, wide bays, and long coastlines, New York City's waterfront is a defining feature of our city. Over the years, we have made great strides to reclaim the coastline for public use by creating waterfront parks and other public spaces. But there are still many locations along our 520 miles of coast that are hard to reach — and most New Yorkers still do not have regular interaction with the waterfront.

In 2020, the City will issue our new *Comprehensive Waterfront Plan* as a holistic vision for the City's waterfront and waterways for the next decade and beyond. The Plan will include strategies for expanding access to safe, improved waterfront public spaces in underserved communities, including an assessment of City-owned waterfront sites and facilities to determine which may be able to accommodate waterfront access, and opportunities for recreation and passive use. In addition, the Parks Department will explore opportunities for direct access to the water, including improving existing, and opening new access points, piloting a kayak-share program, and continuing the floating pool in the Bronx. The City will also invest in infrastructure such as bulkheads and seawalls to better protect the waterfront from the impacts of climate change.





**AFTER**



THE LIBRARY PLAZA ENTRANCE OF SEWARD PARK IN MANHATTAN: EXISTING CONDITIONS AND RENDERING OF FUTURE DESIGN. THE PROJECT, PART OF A PARKS WITHOUT BORDERS SHOWCASE SITE, IS CURRENTLY IN CONSTRUCTION, AND IS ANTICIPATED TO BE COMPLETED IN FALL 2019.

Source: Parks



**AFTER**



HIGHBRIDGE PARK, ADVENTURE PLAYGROUND: EXISTING CONDITIONS AND FUTURE DESIGN THROUGH ANCHOR PARKS PROGRAM.

Source: Parks



## ENHANCE NEIGHBORHOOD ACCESS AND CONNECTIVITY TO PARKS AND OPEN SPACES

In 2015, the City launched Parks Without Borders, formalizing standard park design principles to make parks more inviting, accessible, and connected to the surrounding community. Parks Without Borders is currently being implemented in eight showcase projects, and will continue to be integrated into design practices for parks citywide.

- **GROW OUR CITY'S GREENWAY NETWORK**

The City will grow our greenway network across the five boroughs to provide all New Yorkers access to sports, recreation, and relaxation. We will complete the Manhattan Waterfront Greenway, building on projects already in place such as the East Midtown Greenway, Andrew Haswell Green Park, and Harlem River Park Greenway. In addition, we will explore greenway expansion in all five boroughs.

- **IMPLEMENT ANCHOR PARKS INITIATIVE**

Anchor Parks are large, regional parks that anchor surrounding communities by offering diverse recreational opportunities and amenities. As such, the City is investing \$150 million to improve five Anchor Parks, with the goal of making old parks new again. More than 750,000 New Yorkers live within walking distance of one of the five anchor parks, which will benefit from new and renovated amenities including soccer fields, comfort stations, running tracks, and hiking trails.



## ART IN THE PARKS PROGRAM

In 1967, the City first demonstrated its commitment to public art when Parks, Recreation, and Cultural Affairs (then united as one agency) organized the group outdoor exhibit Sculpture in Environment. The intent was to use public space as an outdoor museum, letting works of art be a part of the City's public spaces, so that New Yorkers could experience them as they go for a walk or run an errand.

Today, NYC Parks' Art in the Parks program fosters the creation and installation of temporary art in parks throughout the five boroughs, transforming previously untapped public spaces into outdoor galleries for emerging artists. Collaboration with a diverse group of arts organizations and artists allows the program to bring both experimental and traditional art to the public in parks across the city.

TOP:

FITZHUGH KAROL'S EYES IN TAPPEN PARK ON STATEN ISLAND

BOTTOM:

MOTHER AND CHILD PLAYING AT HUNTERS POINT SOUTH PARK IN LONG ISLAND CITY

Source: Parks

## SUPPORT ARTS AND CULTURE IN ALL COMMUNITIES

New York City's cultural institutions, from renowned museums to local music venues and street-art installations, contribute to the identity of our neighborhoods and provide places for all New Yorkers to engage with creative expression. However, many low-income neighborhoods are underserved by arts and cultural organizations. *CreateNYC*, a cultural plan released in 2017, is a strategy to support culture through the lens of equity, which the City will do through a number of programs.

- **INCREASE FUNDING AND SUPPORT FOR CULTURAL ORGANIZATIONS, ESPECIALLY THOSE IN UNDERSERVED COMMUNITIES**

One priority of the *CreateNYC* cultural plan is to distribute cultural funding more equitably in every corner of the city. The City increased expense funding to cultural organizations residing and/or providing programming in low-income communities, as identified by the Social Impact of the Arts report. Going forward, the City is expanding its energy subsidy program to cultural organizations operating out of City-owned property to cover 44 institutions. We are also prioritizing capital-funding requests that improve physical accessibility and support environmental sustainability of cultural facilities.

- **INCREASE OPPORTUNITIES FOR ARTISTS, AUDIENCES, AND CULTURAL WORKERS FROM HISTORICALLY MARGINALIZED GROUPS**

Employment in the arts in New York City is generally far lower for people from historically marginalized groups. For example, while 67 percent of New York City residents identify as people of color, only 38 percent of employees at cultural organizations are people of color, according to a cultural workforce survey conducted by Ithaka S+R in 2016. In response, the City increased funding to its re-grant program for individual artists and small organizations not eligible for direct City funding, and established CUNY Cultural Corps, a professional development program that places diverse CUNY students in paid internships at participating cultural organizations. Additionally, we launched a series of new initiatives: *CreateNYC*: Leadership Accelerator to provide support for mid-level professionals from diverse backgrounds; *CreateNYC* Disability Forward Fund to support new and ongoing efforts to engage people with disabilities as artists, cultural workers, and audience members; and the Mayor's Grant for Cultural Impact, an initiative that supports partnerships between the City's municipal agencies and cultural organizations that collaborate to use arts and culture to reach underserved and vulnerable New Yorkers. Finally, the Mayor's Office of Media and Entertainment has launched the Women's Fund grant program to support film and theater projects by, for, and about women.



## SHE BUILT NYC

Statues of Rep. Shirley Chisholm, Billie Holiday, Elizabeth Jennings Graham, Dr. Helen Rodríguez Trías, and Katherine Walker will be installed throughout the city's five boroughs. They are the result of She Built NYC, a campaign launched to both honor women who have shaped New York City and address the absence of female statues in our public spaces.





DOMINICAN DAY PARADE, MANHATTAN

Source: Mayor's Office of Photography

- **SUPPORT MORE OPPORTUNITIES FOR ART IN PUBLIC SPACES AND CELEBRATE THE CULTURAL HERITAGE OF ALL NEW YORKERS**

The City is committed to creating more opportunities for art in public spaces, especially in underserved communities. DCLA will continue to support the Public Artists in Residence (PAIR) program, which embeds artists in the City's municipal agencies to both address pressing civic and social issues through creative practice, and commission permanent works of art located on City-owned properties as part of the Percent for Art program. This includes creating new permanent artwork and monuments that reflect the city's diversity and honor historically underrepresented people and communities. As part of She Built NYC, a campaign launched to honor women who have shaped New York City, newly announced work includes statues of five groundbreaking women: Shirley Chisholm, Billie Holiday, Elizabeth Jennings Graham, Dr. Helen Rodríguez Trías, and Katherine Walker. The Landmarks Preservation Commission is also focused on recognizing the buildings and places that reflect the city's diversity, as well as protecting historic resources in communities that have been less represented by landmark designations. Through documentation, designation and digital tools the agency seeks to help preserve a diverse range of communities, and tell the story of all New Yorkers.

- **RETAIN AND PROMOTE SMALL BUSINESSES AND CULTURAL VENUES BY CREATING A NIGHTLIFE CULTURAL LEGACY PROGRAM**

New York City is justifiably famous for its vibrant nightlife. Venues such as CBGBs, Paradise Garage, and Stonewall Inn played pivotal roles in culture change and social justice movements. Yet today, rising rents and higher operating costs pose significant challenges for creative communities, individuals, and venues. Recognizing the importance of these venues, the Office of Nightlife will, by 2021, create a program to help recognize and preserve nightlife venues with cultural significance.

*“Create and support shared spaces to promote social cohesion.”*

– Resident of DUMBO, Brooklyn

## CREATE AND UPGRADE SHARED SPACES TO PROMOTE SOCIAL COHESION AND HOLISTIC SERVICE DELIVERY

Parks and plazas are not the only places in New York City where people interact. The City's storied community gardens, not only greened abandoned spaces but also sparked a social movement. The hundreds of public library branches spread across the City not only loan books and provide information, but also offer opportunities for community engagement and educational, workforce, and cultural programs. Furthermore, as the City locates multiple services in a single space in order to make them easier to access, these spaces can play a similar role. The City is committed to creating and upgrading all types of shared spaces in order to promote social cohesion, particularly in communities that have historically experienced racial discrimination and disinvestment, or that suffer disproportionate health burdens.

### • BUILD COMMUNITY THROUGH STEWARDSHIP AND VOLUNTEERISM

Nature is a vital asset for promoting social cohesion, therefore access to nature and stewardship programming to preserve nature are essential. The City's GreenThumb program, created in 1978, epitomizes community development through stewardship by providing assistance and coordination to the grassroots community gardening movement. The program now supports 550 groups and is managed by 20,000 volunteers that reflect the diversity of our city, providing not only green space and food, but also learning opportunities and arts and cultural programming. Looking ahead, the City will expand the number of community gardening projects, and the Art in the Gardens program will activate these spaces by bringing in local artists. Farms at NYCHA is an initiative supporting urban farms built and maintained by young people living in public housing, providing healthy food, youth leadership, and employment opportunities. Over the next five years, the City will expand the number of farms and programming they offer. Supporting these initiatives, the PUREsoil NYC program makes clean soil available to community gardens and other community organizations, and for creating neighborhood stockpiles of soil.

### • CREATE NEW PLACES FOR PEOPLE TO CONNECT AND ACCESS SERVICES

Co-locating government and place-based organizations is a holistic approach to service delivery that can improve the quality of services, create important synergies between organizations, and provide a physical space for neighbors to connect. For instance, Neighborhood Health Action Centers are revitalizing underutilized City-owned buildings in Tremont, Brownsville, and East Harlem, by co-locating health services, community health centers, public-hospital clinical services, place-based organizations and service providers. The four borough-based detention facilities the City will build to replace the jails on Rikers Island will be designed to serve as community assets, with publicly accessible spaces and useful amenities, such as programming, public services, and street-level retail (for additional detail, see *Reimagining Rikers Island* sidebar on page 27). Another model is the City's Community School program.

Launched in 2014, community schools serve as a neighborhood center by providing services such as health care, mentoring, expanded learning programs, and adult education. Since the launch of the program, the City has created 258 community schools, more than doubling the Administration's commitment to create 100. Community Schools are part of a strategy to support children and families through integrated services and community partnerships.

### • INVEST IN LIBRARIES TO MEET THE EXPANDING NEEDS OF THE COMMUNITIES THEY SERVE

New York City's independent public library system, Brooklyn Public Library, New York Public Library, and Queens Public Library operate 216 local library branches throughout the City and four research library centers in Manhattan that ensure that all New Yorkers have fair and unfettered access to information, resources, and programs. They not only circulate millions of books, serving scholars and recreational readers alike, but they are also evolving to meet the changing needs of neighborhoods and residents. Services include after-school and pre-K programming; immigrant, health, and small business services; free internet; and the ability to use Wi-Fi hotspots. The library systems are modernizing their spaces to meet the 21<sup>st</sup> century needs of their users, and, in these efforts, they will add approximately 133,000 square feet to their physical footprint. With capital funding from the 2015 Ten-Year Capital Plan, the Brooklyn Public Library has embarked on five full branch renovations that will further increase the footprint of their public library space. The New York Public Library is utilizing the Ten-Year funding to fully renovate five historic Carnegie branches in high-need neighborhoods, including Hunts Point and Melrose in the Bronx, Fort Washington and 125th Street in Manhattan, and Port Richmond on Staten Island. The Queens Public Library will open the new Hunters Point Community Library in summer 2019, while construction is underway on the library in Far Rockaway, doubling the size of its original 1968 building.

The libraries are also continuing to innovate through services such as video visitation, allowing incarcerated people to communicate with their loved ones at the library through video conferencing, expanded literacy programs in homeless shelters and jails, and the launch of Culture Pass, an initiative that provides library cardholders with free access to myriad cultural institutions across the five boroughs. The Brooklyn Public Library has launched 35 new staff-driven initiatives, including the first musical instrument lending library in the metro area; the Brooklyn Cookmobile, which teaches teens essential skills in cooking and food literacy; Fashion Academy, which is a 12-week fashion and business series; and a youth Lego Robotics League. The New York Public Library launched a Community Conversations program on relevant topics selected by the community, including civics 101, mental health, the opioid epidemic, accessibility and inclusion, and more. Also in direct response to patron need, the New York Public Library has doubled English for Speakers of Other Languages (ESOL) seats and witnessed a more than 500 percent increase in ESOL enrollment since FY 2012. The Queens Public Library's Tech Lab serves as a hub for innovation and technology, offering hands-on classes and drop-in access to Adobe Creative Suite, 3D printing, sewing machines, and more.





PROPOSED AFFORDABLE HOUSING AND COMMUNITY SERVICES PROJECT ON LIVONIA AVENUE THAT WILL PROMOTE HEALTHY LIVING IN BROWNSVILLE.

Source: HPD

## BROWNSVILLE HEALTHY LIVING AND FOOD SYSTEMS

**THE BROWNSVILLE NEIGHBORHOOD PLAN IS THE RESULT OF A COMMUNITY-DRIVEN PROCESS TO IDENTIFY NEIGHBORHOOD GOALS, FORM STRATEGIES TO ADDRESS LOCAL NEEDS, AND FIND RESOURCES TO FILL GAPS IN SERVICE.** During the community engagement and planning process, neighborhood residents stressed the need to create opportunities to achieve healthy lifestyles, including healthy food options, opportunities to be physically active, and spaces for social gathering. To meet those needs, the Department of Housing Preservation and Development partnered with the Department of Health and Mental Hygiene to issue a unique request for proposals for affordable housing with commercial and community space.

One of the winning proposals was Livonia 4, a multi-site development that will bring 420 affordable homes in Brownsville serving a range of incomes and populations, including extremely low-income households, formerly homeless households, and low-income seniors in Brownsville. The project will also include a new supermarket, café, and community kitchen, and a 10,000-square foot rooftop garden that will generate local fresh produce for both building residents and the community.

The Brownsville Plan will result in the creation of 2,500 affordable homes, and coordinate over \$150 million in City investments, including renovation of Brownsville's parks, improvements to the open spaces on NYCHA developments, a new community center for teens at Brownsville Houses, and a new Neighborhood Health Action Center.



## INITIATIVE 11 OF 30

# ADVANCE SHARED RESPONSIBILITY FOR COMMUNITY SAFETY AND PROMOTE NEIGHBORHOOD POLICING

**NEW YORK IS SAFER THAN IT HAS BEEN IN DECADES.** Crime is down, and the number of people in jail is significantly declining, proving that we can live more safely with fewer incarcerated. However, there is a fundamental inequality in the uneven distribution of who is safe and where it is safe across the boroughs. Increasing safety while addressing inequality requires a paradigm shift from safety enforced by the justice system to safety built by neighborhoods. The evidence from the past few years is beginning to show the power of building safety from the neighborhood up. And the New York Police Department is making transformative changes to make the city safer through deeper connections with the people they serve. Neighborhood Policing was launched to improve collaboration between community residents and police officers, with officers working in the same neighborhoods during the same shifts, increasing their familiarity with the local community and local issues.

Public safety depends on strong resident involvement and the availability of quality public spaces. Rates of violence are lower in urban neighborhoods with high collective efficacy. The deterioration and poor appearance of public spaces sends a message to communities that they are not valued by

the government. To promote safety and fairness, the City is committed to increasing interaction among residents by creating spaces for community, through inter-agency collaboration, events and informal gatherings. Additionally, the City is committed to more proactively addressing neighborhood quality of life conditions in terms of cleanliness and safety.

### CREATE DESIGN SOLUTIONS FOR PUBLIC SAFETY THROUGH NEIGHBORHOOD ACTIVATION

The City's 2018 Neighborhood Activation Study includes design recommendations such as enhanced lighting, public art, and community programming, in addition to infrastructure solutions, to help transform local precincts and public properties into transparent and inviting spaces that support productive encounters between police officers and residents — and provide access to economic, employment, and recreational opportunities for residents. These recommendations are incorporated into multi-step plans for investment in specific sites in the Brownsville and Morrisania neighborhoods, including lighting and cultural



programming to activate neighborhood hot spots. Going forward, the City will continue to seek and lead partnerships with other City agencies to catalyze community transformation using these guiding principles.

## INVOLVE RESIDENTS IN CRIME PREVENTION USING ENVIRONMENTAL DESIGN

Through the Mayor's Action Plan for Neighborhood Safety (MAP), the City has trained NYCHA residents in the 15 MAP developments in Crime Prevention Through Environmental Design. Trainees learn how to develop effective solutions to address unsafe conditions related to physical spaces in their developments. Each team is granted access to up to \$50,000 to fund plans that propose either physical improvements or social programming projects that increase opportunities for positive engagement within the community. These include revitalizing underutilized green spaces, promoting increased stewardship of public spaces, and community-led public art projects.

## IMPROVE NEIGHBORHOOD CLEANLINESS AND SAFETY

The City is preparing a targeted strategy to ensure neighborhood public spaces are clean, safe, and enjoyable. Based on an analysis of New York City residents of survey data collected by the Citizens Budget Commission, mobility, cleanliness, and safety stand out as the most significant drivers of quality of life in the public realm. In fact, overall neighborhood approval rates are 47 percent higher in areas that are considered cleaner and safer, when controlling for other factors. The City has created a multi-agency task force to develop programs that address quality-of-life issues in the 25 highest-need neighborhoods, and will conduct additional analysis going forward to inform these efforts.

*“Have events and activities that allow the public and police officers to engage with each other to promote respect, understanding, and trust.”*

-Resident of Foxhurst, Bronx



## REIMAGINING RIKERS ISLAND

**IN MARCH 2017, MAYOR DE BLASIO ANNOUNCED A COMMITMENT TO CLOSE RIKERS ISLAND WITHIN 10 YEARS**, and thereby end a grim chapter of New York City history. Closing Rikers requires further reductions in the jail population and a network of smaller, safer jails located close to courthouses, families, and service providers. Both efforts are on track: the City's jail population is at its lowest level in recent history and declining, and the borough-based jail plan is undergoing public review with a final vote expected by the end of the year.

The closure of Rikers Island by 2027 will be a major step in reforming our criminal justice system. It also presents the City with a rare opportunity to repurpose an island of more than 400 acres. Rikers is approximately twice the size of Governors Island and could house a range of uses for which there is little space in a densely packed city such as New York, freeing up space for community uses in more centrally located neighborhoods. There are some limitations: The island's proximity to LaGuardia Airport comes with height restrictions and noise, and there is limited transit and car access. Still, the island has tremendous potential to serve New Yorkers and help achieve our goals for a fair city.

As we think about the future of Rikers, it is essential that new uses create broad public benefits; help our city meet urgent goals such as climate justice, economic equity, and fairness; help redress past harm to justice-impacted communities; and, where possible, improve waterfront access in this underinvested portion of our coastline. We must also ensure that all voices are heard and considered, including the many New Yorkers impacted by the criminal justice system. To begin the planning process, the City will launch a participatory planning effort through which New Yorkers will help formulate a vision for the island. This process will formalize guiding principles and priorities for island reuse and study the viability of potential future uses. This will be the first step in a broader master planning process.

The City's priority is to close Rikers Island as soon as possible and create a safe, fair, and humane justice system. As those plans advance, imagining a new future for Rikers Island provides a chance to help shape a fairer future and provide new opportunity for New Yorkers.



# THE SAFEST, FAIREST BIG CITY IN AMERICA:

## PROTECTING NEW YORKERS, REBUILDING THE RELATIONSHIP BETWEEN POLICE AND COMMUNITY

**FIVE YEARS AGO, WE CHARTED A COURSE TOWARD AN EVEN SAFER NEW YORK CITY.** The core of the plan was, and continues to be, the Neighborhood Policing philosophy — a complete overhaul of the New York Police Department (NYPD) crime-fighting model that puts officers in closer connection with people all across the city. As a result, overall crime, murders, robberies, and burglaries are substantially down from their levels five years ago. Simultaneously, arrests are down 37.3 percent, criminal summonses are down 69.9 percent, and stops are down more than 90 percent. A number of actions contributed to this success.

### BRINGING POLICE AND COMMUNITIES TOGETHER WITH NEIGHBORHOOD POLICING

- **INVESTING IN THE NEIGHBORHOOD POLICING MODEL**  
Neighborhood policing assigns consistent officers to neighborhoods, giving these officers the time and resources to better understand the concerns of residents and work in partnership to solve neighborhood problems. It gives New Yorkers better access to the officers charged with serving them, while improving and enhancing NYPD's crime fighting and public safety capabilities. Investigations are more focused, with patrol officers playing an expanded role in gathering evidence and intelligence through their connections with the neighborhood. To implement this new model of policing, the City assigned 2,000 additional officers in New York City neighborhoods — 1,200 new hires and 800 civilian posts — which freed officers for enforcement work. Every neighborhood in New York City now benefits from this investment.
- **ENDING THE ERA OF STOP-AND-FRISK ABUSE**  
We ended the City's defense of its divisive and counterproductive stop-and-frisk practices, and signed an agreement committing to work with a monitor appointed by the U.S. Department of Justice to fix the NYPD's use of stop-and-frisk. The City also commenced a joint process with community stakeholders to ensure people affected by stop-and-frisk, particularly communities of color, play an active role in shaping reform. Since these changes, stop-and-frisk has declined by more than 90 percent.

*Since 2013, stop-and-frisks have declined by 95%.*

- **REDUCING CANNABIS POSSESSION ARRESTS**

The City changed police practices to prevent arrest of individuals in possession of small amounts of cannabis and of most people smoking cannabis in public, resulting in 21,759 fewer arrests in 2018 compared with 2013. Working with the City Council, the City also implemented civil alternatives to criminal sanctions for violations of open containers and alcohol in public, diverting thousands of individuals from the criminal justice system.

### INVESTING IN OFFICER SAFETY AND PRECISION POLICING

- **INVESTING IN SMARTER POLICING**

Working with the Manhattan District Attorney's office, the City gave every officer a smartphone and equipped more than 2,000 vehicles with tablets. Community members can call their community officers with tips and concerns, and officers can use the phones and tablets to resolve issues or offer assistance without having to make an arrest or take someone to a precinct.

- **PROTECTING OFFICERS**

The City invested in replacing bulletproof vests for every police officer. We also outfitted all NYPD vehicles used by uniformed personnel with ballistic protection. With officers facing the risks of responding to active shooters and terrorism, we made further investments to place helmets and ballistic armor at the disposal of every patrol officer.

- **PROVIDING BODY-WORN CAMERAS FOR EVERY OFFICER ON PATROL**

As part of the agreement that ended stop-and-frisk, the City committed to equip NYPD officers with body cameras. All uniformed NYPD patrol officers, in neighborhoods, public housing developments, and the transit system, have been equipped with body cameras. By the end of 2019, New York City's body-worn camera program will be the largest deployment in the world.

- **MODERNIZING OFFICER TRAINING**

The NYPD fundamentally changed the way it trains new officers and how it continues to train officers throughout their careers. Under the new training model, recruits in the Academy receive a field-training component, and spend six months training with dedicated field-training officers. These field-training officers help new cops develop the fundamental skills that are essential to modern policing, including working with communities. The department also added an annual requirement of continuing training for veteran officers covering ethics, de-escalation, and tactical retraining.

## REDUCING VIOLENT CRIME

- **DEPLOYING TECHNOLOGY TO DETECT AND FIGHT GUN VIOLENCE**

We introduced ShotSpotter in every borough — a gunshot detection system that uses sound to locate gunfire nearly instantaneously, allowing officers to quickly respond to shootings.

- **COMBATING GUN VIOLENCE**

Working with the City Council, we created a Mayor's Office to Prevent Gun Violence. Housed within the Mayor's Office of Criminal Justice, the new office oversees an expansion of effective, innovative violence intervention strategies. The office funds and oversees violence interrupters — teams of credible messengers who use the Cure Violence model to mediate conflicts on the street and connect high-risk individuals to services that can reduce the long-term risk of violence. Since the program began in 2013, this work and other investments contributed to a decrease in shootings in the 17 highest-violence precincts.

- **FOCUSING LAW ENFORCEMENT ON THOSE RESPONSIBLE FOR GUN VIOLENCE**

The Mayor's Office partnered with the NYPD, the U.S. Attorneys, the New York State Attorney General, and the City's district attorneys to develop a comprehensive plan to strengthen and speed investigations and prosecutions of gun crimes. The centerpiece of the plan is a new 200-officer Gun Violence Suppression Division to target those who carry illegal guns and traffic firearms in the city more effectively. The new division is focused on investigations of illegal firearm possessions, shootings, and gang activity. The division also houses enforcement efforts related to illegal gun sales. An extensive database aggregates forensic evidence and helps police track



trends, identify offenders, and conduct long-term investigations in the 17 precincts with the highest concentrations of gun violence.

- **ENSURING SHOOTERS STAY OFF THE STREETS**

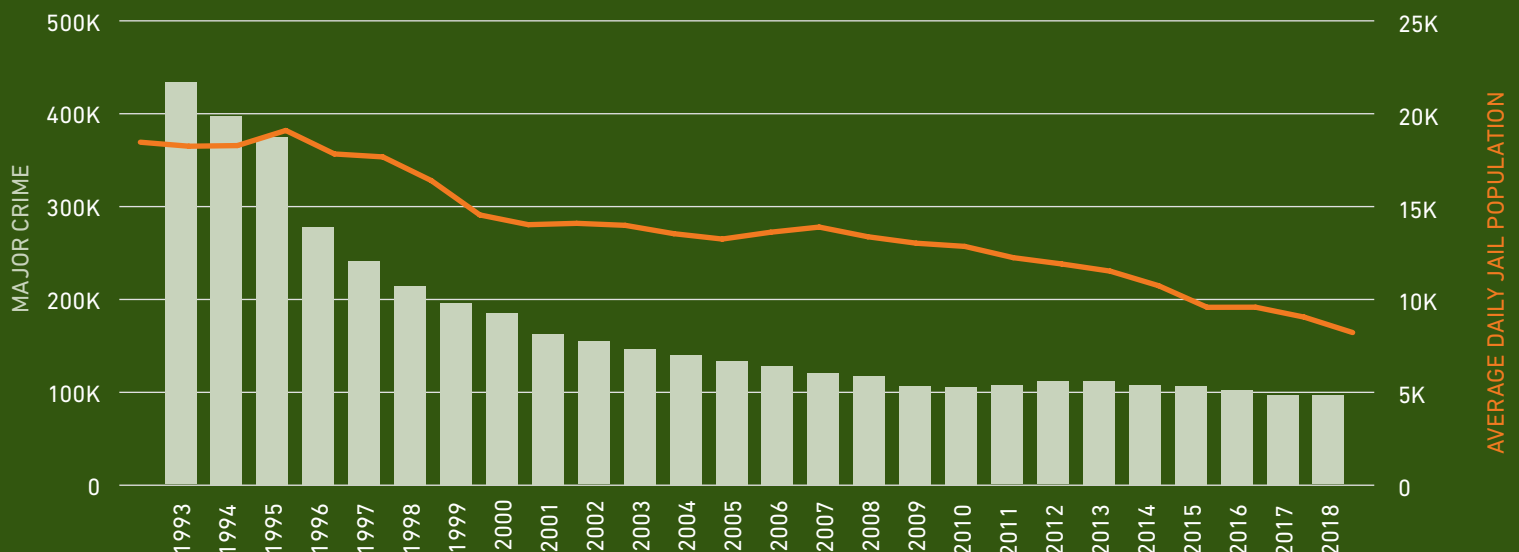
Our "Project Fast Track" initiative, announced in partnership with State and federal prosecutors, law enforcement agencies, and the State court system, assigns dedicated courts, judges, and prosecutors to focus on the swift and effective prosecution of gun crimes. As part of the initiative, the City also invested resources to improve the collection of forensic evidence, such as DNA, in cases involving illegal guns.

- **PROTECTING THE CITY FROM TERRORISM**

To prepare and respond to threats facing the city, we invested in the NYPD Critical Response Command. This group of more than 500 specially trained and equipped officers ensures the City's ability to swiftly and decisively respond to active shooter and other terrorist threats against the city.

Major crime has declined significantly since the 1990s, as the average daily jail population has also decreased, demonstrating we can be a safe city with fewer people incarcerated.

Source: MOCJ





# INITIATIVE 12 OF 30

## PROMOTE PLACE-BASED COMMUNITY PLANNING AND STRATEGIES

**NEW YORK CITY IS STILL GRAPPLING WITH THE LEGACY OF HISTORIC DISCRIMINATION AND URBAN RENEWAL POLICIES THAT NEGLECTED COMMUNITY PERSPECTIVES AND EXACERBATED PATTERNS OF RESIDENTIAL SEGREGATION, ENVIRONMENTAL RACISM, RACIAL WEALTH GAPS, AND INEQUITIES AMONG NEIGHBORHOODS.**

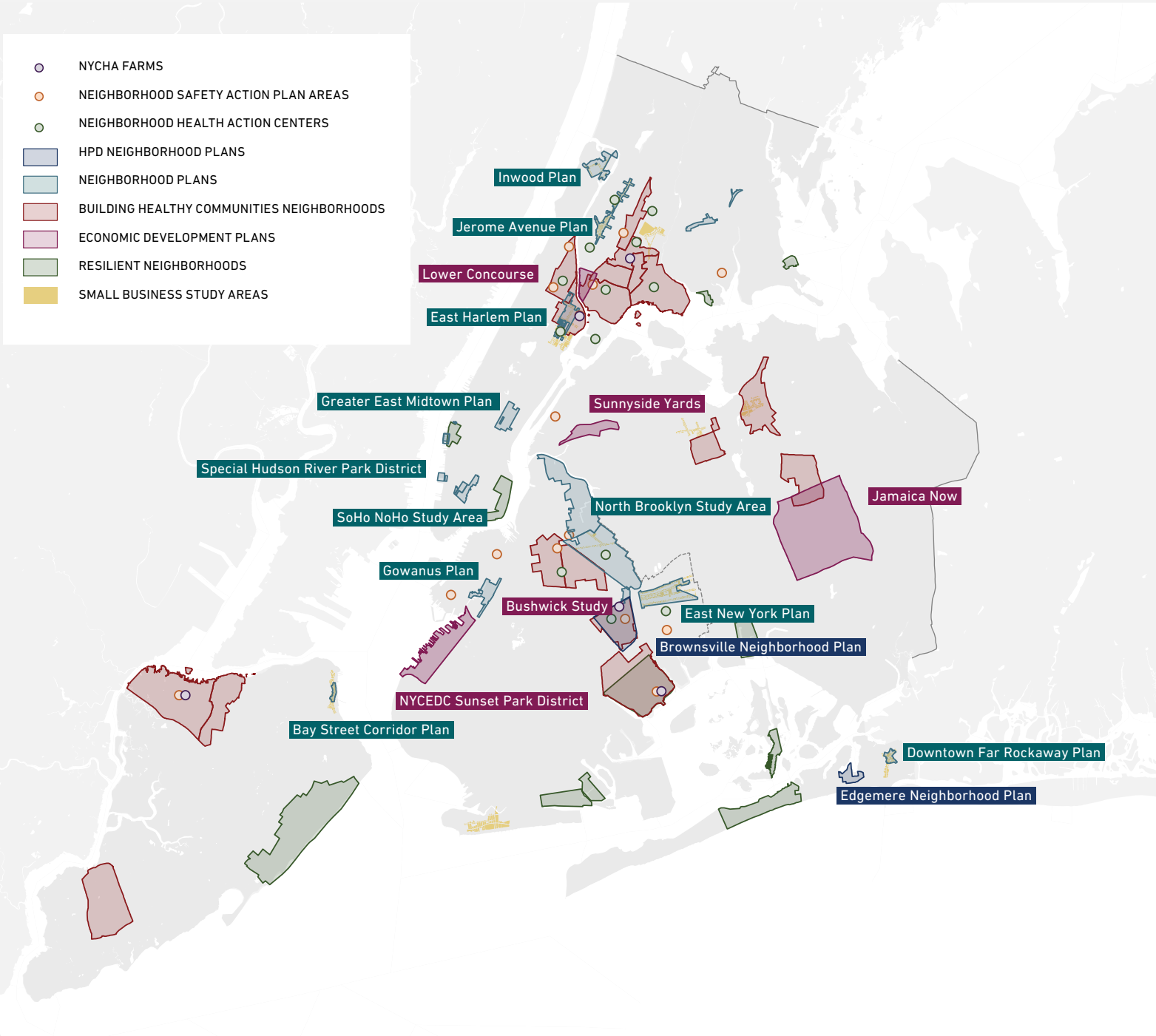
Because neighborhood context must be understood and reconciled with citywide needs and broader equity considerations, the City is committed to a planning approach that gives communities a voice, values local knowledge, and ensures plans are guided by an equity imperative. Planning must be aligned with citywide strategies that ensure all neighborhoods share responsibility in meeting common goals. Technology is enabling new ways for residents to engage, democratizing data and breaking through barriers such as language and accessibility. The City is creating tools and processes to advance a holistic and community-informed approach to planning that explicitly focuses on addressing disparities among neighborhoods and populations.

More than ever, City agencies are collaborating to launch targeted, neighborhood-scale initiatives to meet community-identified needs in neighborhoods that have been neglected. The City will deepen these strategies across all five boroughs in more robust and coordinated ways.

- **DEPARTMENT OF CITY PLANNING NEIGHBORHOOD PLANS** are integrated neighborhood planning initiatives that result from a collaborative effort with community residents, stakeholders, and elected officials. Five neighborhood plans have resulted in zoning changes completed since 2014, with additional plans at various stages in the Bay Street Corridor, Gowanus, Bushwick, and Southern Boulevard.
- **COMMUNITY DISTRICT NEEDS ASSESSMENTS** (CDNAs) are a tool used by the NYC Department of Small Business Services and the City's local partners to gain an in-depth and comprehensive understanding of the current strengths, needs, challenges, and opportunities of neighborhood commercial corridors. CDNAs typically highlight a neighborhood's business landscape, consumer characteristics, physical environment, and demographic data to develop recommendations for merchant organizing, public programming, district marketing and branding, streetscape enhancements, business support services, and other quality of life improvements.

- **MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY (MAP)** is a targeted, comprehensive approach to reduce violent crime in and around the 15 public housing developments that comprise almost 20 percent of violent crime in the City's public housing. Through MAP and its associated initiative Building Healthy Communities, which encompasses the neighborhoods surrounding the MAP developments, the City is investing in people through the strengthening of social supports and youth employment opportunities, investing in places through revitalization of physical infrastructure and increased opportunities for recreation and beautification.
- **NEIGHBORHOOD HEALTH ACTION CENTERS** take previously underutilized City-owned buildings and use these spaces to house government social services, place-based programs, and clinical providers under one roof, with the goal of improving the health of residents in neighborhoods with poor health outcomes.
- **HPD'S OFFICE OF NEIGHBORHOOD STRATEGIES** works with communities to plan for the preservation and development of affordable housing in a manner that fosters more equitable, diverse, and livable neighborhoods. As part of this process, HPD convenes Community Visioning Workshops, and has published plans for Brownsville, Brooklyn and Edgemere, Queens.
- **COMMUNITY HEALTH PROFILES**, developed by the Department of Health and Mental Hygiene, provide critical information about what creates healthy living and what makes it hard to stay healthy in each of the City's 59 community districts. By using the profiles to inform local planning and decision-making, neighborhood stakeholders and City agencies can ensure planning decisions improve the health and well-being of local residents.
- **RESILIENT NEIGHBORHOODS** is a place-based planning initiative to identify neighborhood-specific strategies, including zoning and land use changes, to support the vitality and resiliency of communities in the floodplain and prepare them for future storms.

The City is advancing a holistic and community-informed approach to planning in neighborhoods throughout New York City. Since 2014, the City has completed place-based planning initiatives designed to coordinate investment and address community and citywide needs. A selection of those initiatives is shown below.

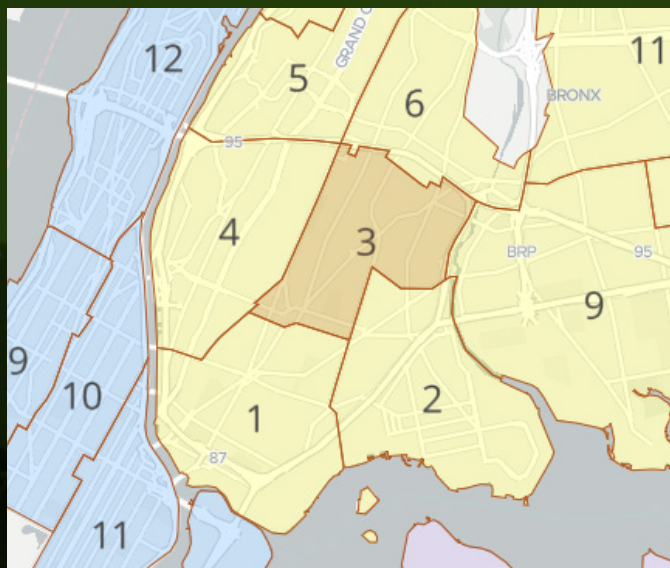




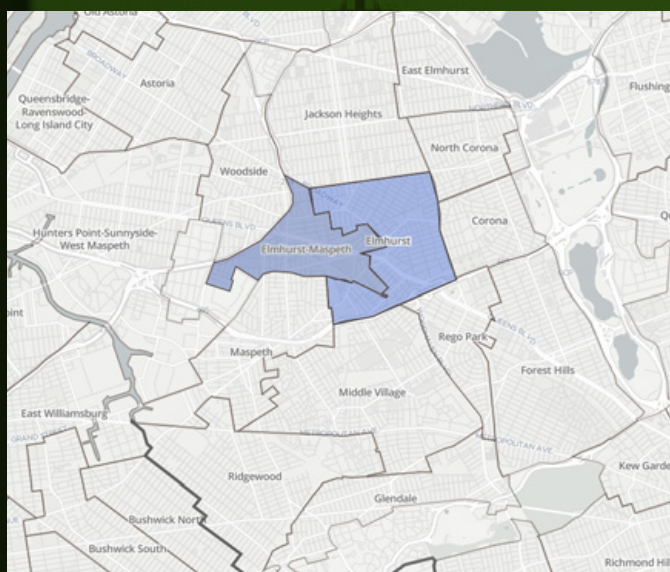
## CREATE TOOLS AND RESOURCES NEEDED TO SUPPORT PLACE-BASED PLANNING

Local knowledge and participation are key ingredients to successful place-based planning, and the City is creating tools and platforms to more meaningfully engage residents and tailor resources to growing neighborhoods. The \$1 billion Neighborhood Development Fund was created in 2015 to make customized investments in growing, previously underserved neighborhoods — and the City has made over 300 capital and programmatic commitments to communities impacted by rezonings. To help residents track those commitments and hold the City accountable, the City launched the NYC Rezoning Commitments Tracker, an interactive map that shows detailed progress on these commitments, from refurbished parks to new job-training and tenant-protection programs. This is part of a broader effort to promote forward-looking, holistic capital planning as part of the Ten-Year Capital Strategy, driven by the need to invest in infrastructure in advance of growth, and by the importance of considering historical investment and disinvestment trends in certain areas.

The Department of City Planning created its Planning Labs division in 2017 to build impactful, user-centered technology products to serve the public. Planning Labs has already launched interactive maps including the Metro Region Explorer, NYC Facilities Explorer, Waterfront Access Map, a revamped zoning and land-use application, and a Population Fact Finder that, together, give the public unprecedented access to data and planning resources. Going forward, the City will continue to expand the range and specificity of information that is publicly available, enabling New Yorkers to provide meaningful input on decisions concerning them.

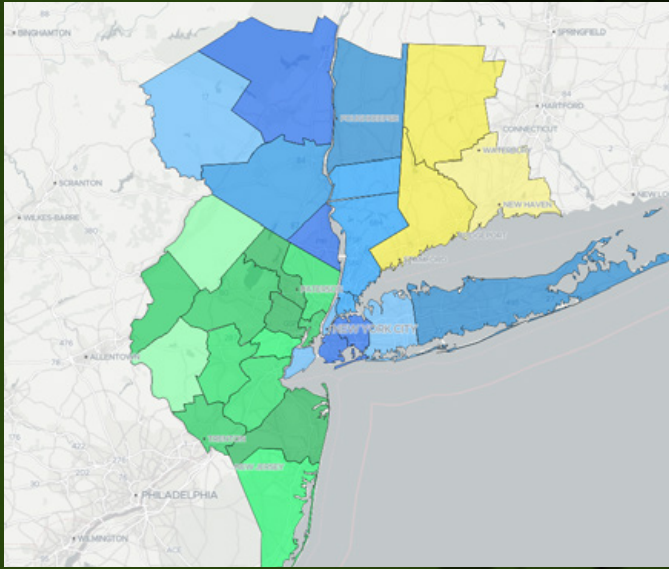


**COMMUNITY DISTRICT PROFILES** is an interactive, data-driven web tool that provides holistic profiles of each of New York City's 59 community districts.

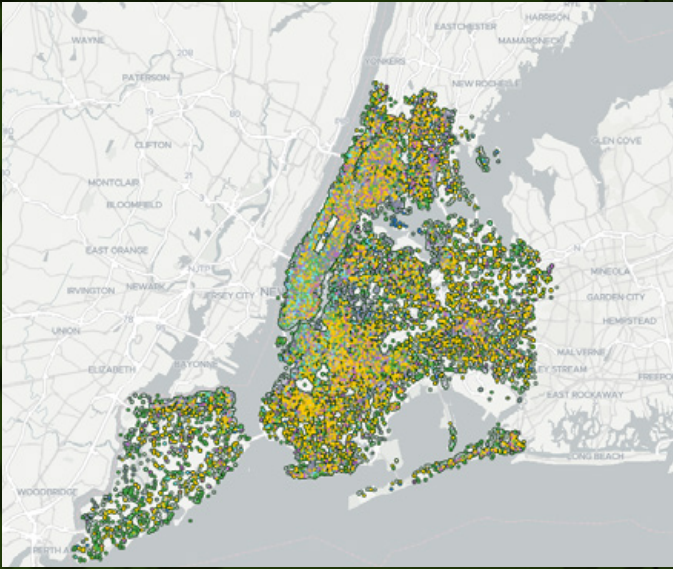


**POPULATION FACTFINDER** is a gateway app to explore census data for city neighborhoods and user-defined areas.

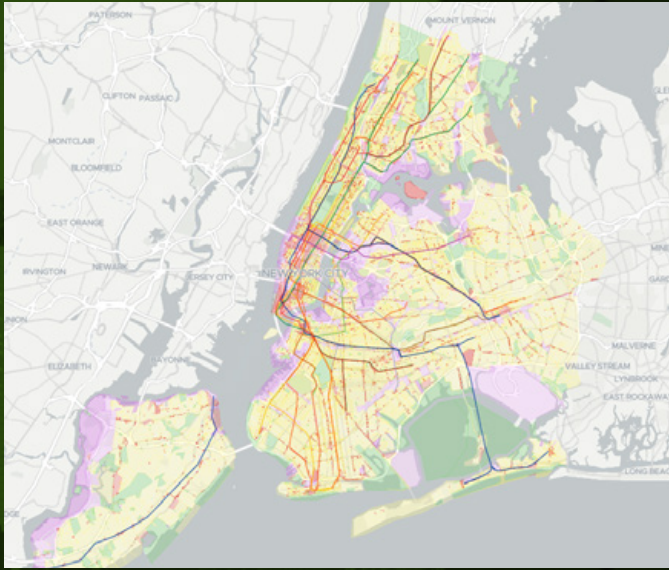




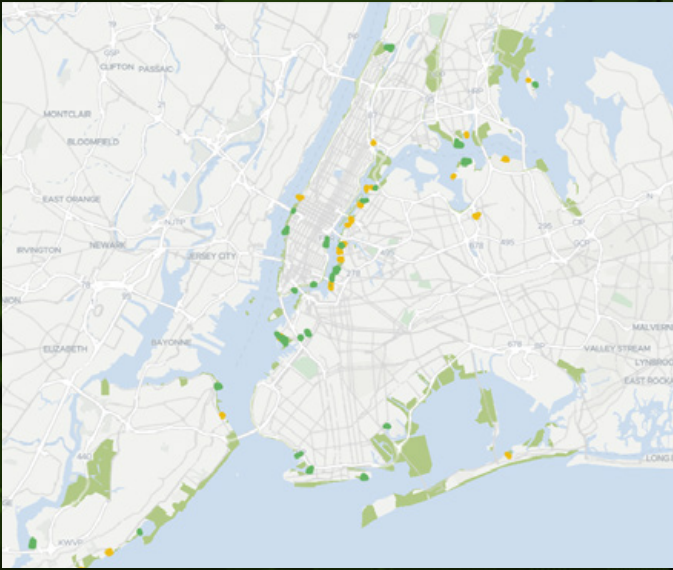
**METRO REGION EXPLORER** enables users to explore housing and employment trends within the tri-state NYC Metropolitan Region.



**NYC FACILITIES EXPLORER** visualizes the most comprehensive dataset of public and private facilities and program sites that shape the quality of New York City neighborhoods.



**ZOLA**, NYC's Zoning and Land Use Map, makes it easier for the public, City agencies, and zoning practitioners and mavens to easily find up-to-date information about the zonings applicable in different areas of the city.



**WATERFRONT PUBLIC ACCESS MAPPER** is designed to help New York City residents and visitors locate and learn more about the diverse mix of publicly accessible waterfront space available throughout the city.



# THE PATH FORWARD

**TO ACHIEVE OUR GOALS, WE MUST HAVE A PLAN AND HOLD OURSELVES ACCOUNTABLE.** Here, we identify the actions that are necessary to achieve our goals, the owners of each action, and the indicators that will help us measure progress and ensure success. We are also constantly working to raise our ambitions, with several opportunities in the near future to add more detail to select indicators and targets. For further information and a complete set of interim milestones, see our detailed action plans at [nyc.gov/OneNYC](http://nyc.gov/OneNYC).

INITIATIVE #9: ENSURE ALL NEW YORKERS HAVE ACCESS TO SAFE, SECURE, AND AFFORDABLE HOUSING		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Keep New Yorkers in their homes and protect the housing stock	HPD, NYCHA, DSS, City Hall	Funded
Create or preserve 300,000 affordable units and by 2026 and increase overall housing supply	HPD, DCP	Funded
Expand housing and related services to support the city's most vulnerable populations	HPD, DSS	Funded
Analyze residential segregation and promote fair housing	HPD	Funded
Support efforts to create new housing and jobs throughout the region	DCP	Funded
INDICATORS	LATEST DATA	TARGET
Share of low-income renter households that are severely rent burdened	49.9% (2017)	Decrease
Affordable housing units created or preserved (since 2014 launch of <i>Housing New York</i> )	121,919 units (2018)	300,000 by 2026
Residential evictions by City marshals	18,152 (2018)	Decrease

INITIATIVE #10: ENSURE ALL NEW YORKERS HAVE ACCESS TO NEIGHBORHOOD OPEN SPACES AND CULTURAL RESOURCES		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Strengthen open spaces and opportunities for recreation in under-resourced and growing neighborhoods	Parks, DOT	Partially Funded
Enhance neighborhood access and connectivity to parks and open spaces	Parks	Partially Funded
Support arts and culture in all communities	DCLA	Partially Funded
Create and upgrade shared spaces to promote social cohesion and holistic service delivery	SBS, MOCJ, DCP, DOHMH, BPL, NYPL, QPL	Funded
INDICATORS	LATEST DATA	TARGET
Share of New Yorkers who live within walking distance of a park	81.5% (2018)	85% by 2030

INITIATIVE #11: ADVANCE SHARED RESPONSIBILITY FOR COMMUNITY SAFETY AND PROMOTE NEIGHBORHOOD POLICING		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Create design solutions for public safety through neighborhood activation	MOCJ	Funded
Involve residents in crime prevention using environmental design	MOCJ	Funded
Improve neighborhood cleanliness and safety	City Hall	Funded
INDICATORS	LATEST DATA	TARGET
Major felony crimes	95,883 (2018)	Decrease
Average daily jail population	8,896 (FY2018)	Decrease

INITIATIVE #12: PROMOTE PLACE-BASED, COMMUNITY-DRIVEN PLANNING AND STRATEGIES		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Create tools and resources to support place-based planning	DCP, HPD, SBS, MOCJ, DOHMH	Funded
INDICATORS	LATEST DATA	TARGET
Economic development, housing, and neighborhood enhancement proposals presented by DCP to the public	73 (2018)	Neutral

For more information on the funding status of OneNYC initiatives, please see the City of New York Fiscal Year 2020 Executive Budget and Ten-Year Capital Strategy.





# WHAT YOU CAN DO

**BUILDING A STRONG AND FAIR CITY WILL REQUIRE THE HELP AND SUPPORT OF ALL NEW YORKERS. HERE ARE A FEW EASY STEPS YOU CAN TAKE:**

## 1

**KNOW YOUR RIGHTS AS A TENANT AND REPORT BAD BEHAVIOR.** Know your rights and responsibilities as a tenant and report bad behavior through the City's Tenant Support Unit. Familiarize yourself with other housing resources to help you and your community members find safe and affordable places to live. Unify and empower your community by hosting a conversation about fair housing.

## 2

**ATTEND FREE CULTURAL EVENTS AND EXPLORE FREE PUBLIC ART.** Attend events through local cultural organizations with your IDNYC and through Culture Pass, which you can access with your library card. These open the door to dozens of museums, historical societies, heritage centers, public gardens, and more, in all five boroughs. Enjoy free public art at New York City's parks, which host the country's greatest outdoor public art museum.

## 3

**PARTICIPATE IN LOCAL SAFETY INITIATIVES TO HELP CLOSE THE DIVIDE BETWEEN POLICE AND COMMUNITY.** Attend a local Build the Block Meeting and get to know your Neighborhood Coordination Officers, local problem solvers who help keep the neighborhoods safe and secure. Attend a local precinct community council meeting to participate in community safety initiatives.

## 4

**GREEN AND CLEAN YOUR COMMUNITY'S STREETS, PARKS, AND GARDENS.** Volunteer to organize or attend a cleanup at your local park. Find your local community garden from the more than 550 across the five boroughs, and volunteer to help it thrive. Request a free tree for your street.

For more ways you can get involved, visit [NYC.GOV/OneNYC](https://nyc.gov/OneNYC). Share your story of taking action on social media and tag us at [#OneNYC](https://twitter.com/OneNYC).





THE CITY OF NEW YORK  
MAYOR BILL DE BLASIO

DEAN FULEIHAN  
FIRST DEPUTY MAYOR

DOMINIC WILLIAMS  
CHIEF POLICY ADVISOR

DANIEL A. ZARRILLI  
OneNYC DIRECTOR

# OneNYC

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a strong and fair city: [NYC.GOV/OneNYC](http://NYC.GOV/OneNYC)



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**OneNYC 2050**

**BUILDING A STRONG AND FAIR CITY**

# HEALTHY LIVES

VOLUME 5 OF 9

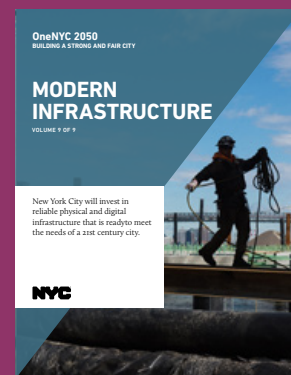
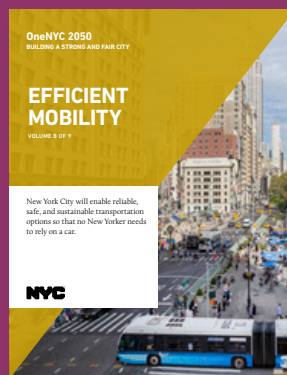
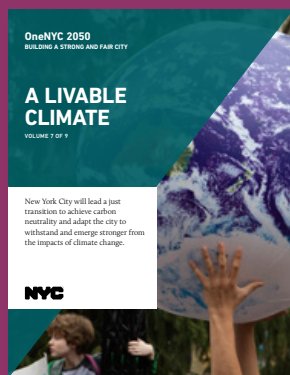
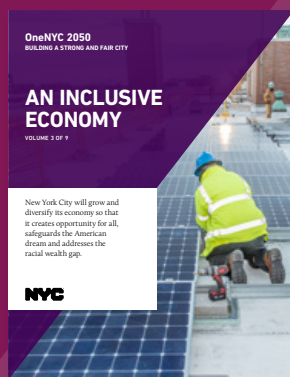
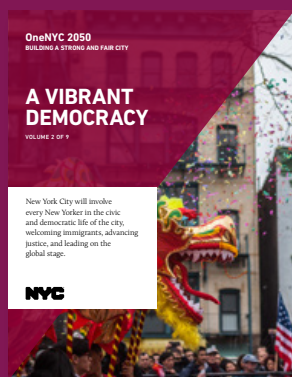
New York City will reduce inequities in health outcomes by addressing their root causes in residents' daily lives, guaranteeing health care, and facilitating both healthy lifestyles and a healthy physical environment.

**NYC**





# ONENYC 2050 IS A STRATEGY TO SECURE OUR CITY'S FUTURE AGAINST THE CHALLENGES OF TODAY AND TOMORROW. WITH BOLD ACTIONS TO CONFRONT OUR CLIMATE CRISIS, ACHIEVE EQUITY, AND STRENGTHEN OUR DEMOCRACY, WE ARE BUILDING A STRONG AND FAIR CITY. JOIN US.



Learn more about how we are building a strong and fair city:  
**NYC.GOV/OneNYC**

Join the conversation on social media and tag us at **#OneNYC**

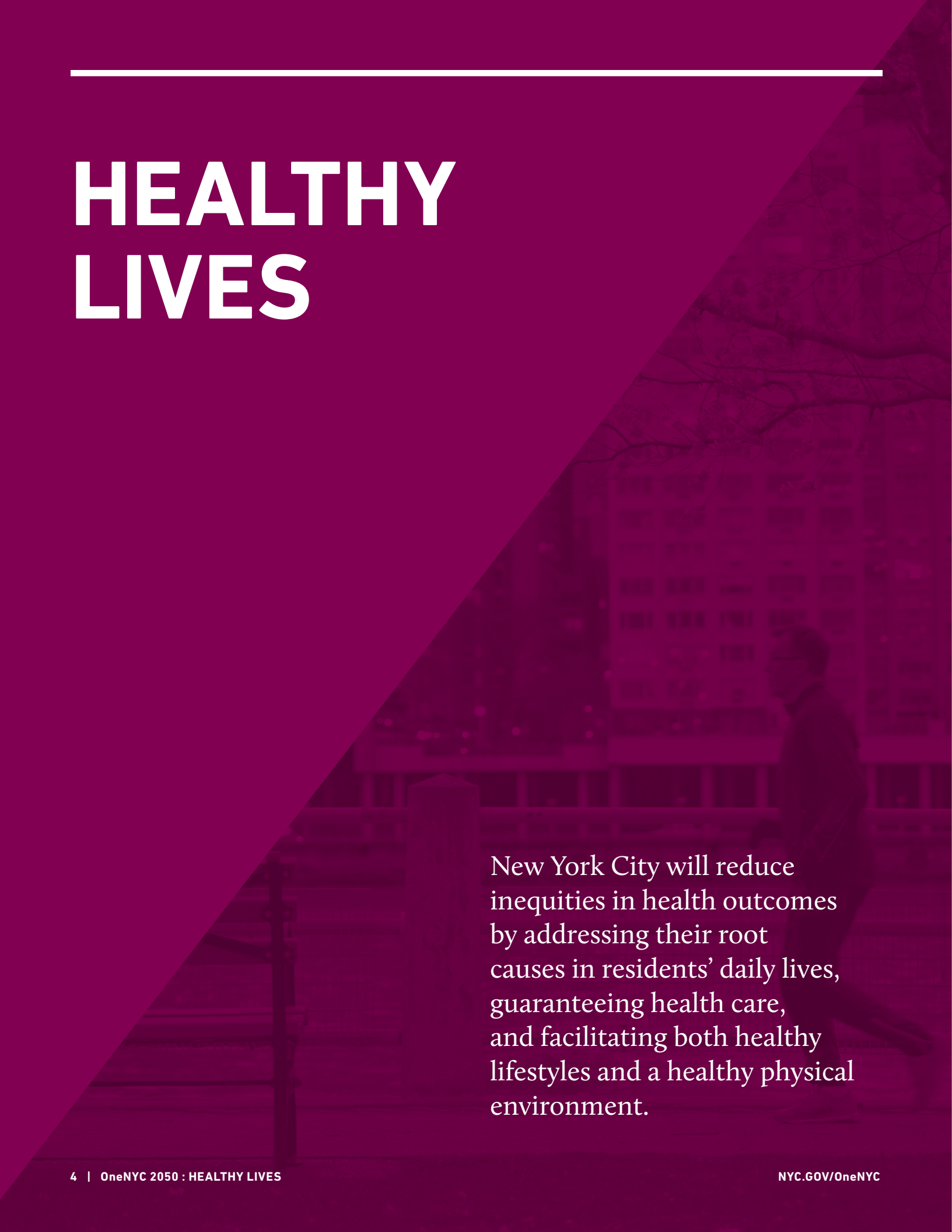
## OneNYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES TO SECURE OUR CITY'S FUTURE.

A VIBRANT DEMOCRACY	1. Empower all New Yorkers to participate in our democracy
	2. Welcome new New Yorkers from around the world and involve them fully in civic life
	3. Promote justice and equal rights, and build trust between New Yorkers and government
	4. Promote democracy and civic innovation on the global stage
AN INCLUSIVE ECONOMY	5. Grow the economy with good-paying jobs and prepare New Yorkers to fill them
	6. Provide economic security for all through fair wages and expanded benefits
	7. Expand the voice, ownership, and decision-making power of workers and communities
THRIVING NEIGHBORHOODS	8. Strengthen the City's fiscal health to meet current and future needs
	9. Ensure all New Yorkers have access to safe, secure, and affordable housing
	10. Ensure all New Yorkers have access to neighborhood open spaces and cultural resources
	11. Advance shared responsibility for community safety and promote neighborhood policing
	12. Promote place-based community planning and strategies
HEALTHY LIVES	13. Guarantee high-quality, affordable, and accessible health care for all New Yorkers
	14. Advance equity by addressing the health and mental health needs of all communities
	15. Make healthy lifestyles easier in all neighborhoods
	16. Design a physical environment that creates the conditions for health and well-being
EQUITY AND EXCELLENCE IN EDUCATION	17. Make New York City a leading national model for early childhood education
	18. Advance equity in K-12 opportunity and achievement
	19. Increase integration, diversity, and inclusion in New York City schools
	20. Achieve carbon neutrality and 100 percent clean electricity
A LIVABLE CLIMATE	21. Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient
	22. Create economic opportunities for all New Yorkers through climate action
	23. Fight for climate accountability and justice
EFFICIENT MOBILITY	24. Modernize New York City's mass transit networks
	25. Ensure New York City's streets are safe and accessible
	26. Reduce congestion and emissions
	27. Strengthen connections to the region and the world
MODERN INFRASTRUCTURE	28. Make forward-thinking investments in core physical infrastructure and hazard mitigation
	29. Improve digital infrastructure to meet the needs of the 21st century
	30. Implement best practices for asset maintenance and capital project delivery



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# HEALTHY LIVES



New York City will reduce inequities in health outcomes by addressing their root causes in residents' daily lives, guaranteeing health care, and facilitating both healthy lifestyles and a healthy physical environment.

# IN MANY WAYS, NEW YORK CITY HAS NEVER BEEN HEALTHIER.

New Yorkers have a longer life expectancy than residents of other big American cities and record low rates of infant mortality. But a closer look reveals large gaps in the health outcomes of different groups, especially across racial and ethnic groups.

That’s why we worry about people without health insurance foregoing their family’s health care or building up huge medical bills they cannot pay. Women of color often do not receive the best prenatal care simply because they live in high-poverty areas with too few specialized health clinics, in addition to a range of other economic and social factors that may prevent access. For a teenager with mental health needs, or a loved one with substance misuse needs, help is not always available — or it comes too late.

OneNYC 2050 takes a holistic approach, focusing on health care as well as building healthy communities with recreational opportunities and strong social connections, ensuring economic security,



and advancing environmental justice. Our goal is to achieve health equity among all New Yorkers, regardless of race, ethnicity, zip code, age, gender, or socioeconomic status. We will formulate policies based on the belief that good health is part of a fair and equitable society, and address the root causes of health inequities, so all New Yorkers have an opportunity to live healthy lives.

## INDICATORS

NEW YORK CITY WILL MEASURE PROGRESS BY TRACKING THE FOLLOWING INDICATORS:

INDICATOR	LATEST DATA	TARGET
NEW YORKERS WITH HEALTH INSURANCE	88.2% (2017)	INCREASE
PREMATURE MORTALITY RATE	189.4 DEATHS PER 100,000 (2016)	REDUCE BY 25% BY 2040
CITYWIDE OPIOID OVERDOSE DEATHS	17.4 PER 100,000 (2017)	REDUCE BY 60% BY 2030



## CONTEXT

**EVERY NEW YORKER DESERVES TO BE HEALTHIER, BUT NOT EVERY RESIDENT HAS THAT OPPORTUNITY BECAUSE WHERE THEY LIVE WITHIN NEW YORK CITY HAS A STRONG INFLUENCE ON HEALTH.**

Health outcomes can differ significantly between geographically close neighborhoods, according to the New York City Community Health Profiles. In addition, not all neighborhoods have equal access to clean air, affordable and nutritious food, or safe and well-maintained housing and public spaces. A neighborhood's built environment can impact how much people exercise, or even the quality of their relationships with neighbors.

Inequities in neighborhood conditions have been shaped over decades by historical and ongoing racism. Discriminatory policies such as redlining, as well as a lack of investment in neighborhood sustainability, have historically disadvantaged many communities, particularly low-income communities of color, leaving these communities without adequate local services, housing, parks, or playgrounds, which contribute to health.

Studies show income inequality and high rates of poverty are connected to poorer health outcomes such as reduced life expectancy, and increased infant mortality, obesity, and mental illness. Life expectancy in East Harlem, where residents are predominantly black and Hispanic, and poverty is more prevalent, is 8.6 years shorter than on the Upper East Side, a predominantly white community with lower poverty just a few blocks south. Black women are eight times more likely to die from pregnancy-related causes than white women, and babies born to black mothers are three times as likely to die in their first year of life as babies born to white mothers.

By adopting a holistic approach with OneNYC, we will address a range of factors that impact our health. These include gun violence and traffic fatalities, intensive heat waves due to climate change, and air pollution that exacerbates heart and lung problems, particularly for children with asthma.

## PROGRESS

**WE CANNOT ACHIEVE HEALTH EQUITY WITHOUT GUARANTEEING THE RIGHT TO QUALITY HEALTH CARE, AND ENROLLING AS MANY NEW YORKERS AS POSSIBLE IN HEALTH INSURANCE.**

New York City has steadily reduced the number of uninsured residents since the Affordable Care Act was launched in 2013 — with nearly 70,000 enrolled in the past year alone — but there are still an estimated 600,000 New Yorkers without health insurance, and roughly 300,000 of them are considered “uninsurable.” We are working to ensure all New Yorkers can access high quality primary care, regardless of their immigration status, through NYC Care.

The City has also launched initiatives to protect residents from the harmful effects of tobacco use, redoubled efforts to end the AIDS epidemic, and created new air quality standards. We have started programs to expand mental health services and combat the opioid epidemic. Child exposure to lead has dropped by 90 percent since 2005.

In addition, the City has begun confronting pervasive racial and ethnic inequities in maternal morbidity and mortality, and infant mortality, launching a comprehensive strategy to improve health outcomes for mothers and babies, especially among women of color. Much of the focus has been on community health, with policies and programs informed by community members. Our Neighborhood Health Action Centers, for example, include Women's Health Suites, and also provide services ranging from primary care and mental health care to wellness classes and are connected to neighborhood-based social services.



The Sustainable Development Goals (SDGs) are the global blueprint adopted by all countries at the United Nations to achieve a better and more sustainable future for all, encompassing strategies to end poverty, improve health and education, reduce inequality, spur economic growth, and tackle climate change. By demonstrating directly how OneNYC 2050 aligns with the SDGs, we strengthen our efforts to build a strong and fair city. Our goal to achieve Healthy Lives supports the following SDGs:



Learn more about the SDGs online at:  
<https://sustainabledevelopment.un.org/sdgs>

*“We need mental health strategies for early diagnosis and prompt treatment.”*

– Resident of Bulls Head, Staten Island

Since 2015, we have seen improvements on many key health indicators, including the number of homes with no maintenance deficits, such as water leaks and pests, as well as reductions in children's visits to an emergency department for asthma. Other improvements include reductions in the smoking rate and teen pregnancy, and increases in the number of high school students getting adequate physical activity.

## WHAT WE WILL DO

**ONENYC 2050 WILL ENSURE ALL NEW YORKERS HAVE THE OPPORTUNITY TO LIVE HEALTHY LIVES BY TAKING AN INTERDISCIPLINARY APPROACH TO ADVANCE HEALTH EQUITY AND CREATE A MORE EQUITABLE SOCIETY.** Building on our commitment to guaranteed care, New York City will ensure access to high quality primary care. We will launch and expand programs to improve the health of marginalized communities, and address urgent issues such as the opioid overdose epidemic, mental health, and child exposure to lead. Embracing an interagency approach, we will also look at ways to improve air and water quality, mitigate heat exposure, and address the social and economic factors that drive poor health outcomes.



## WHAT WE HEARD FROM NEW YORKERS

**OF THE MORE THAN 14,000 RESPONDENTS TO OUR CITYWIDE SURVEY, 29 PERCENT SELECTED HEALTH CARE AS ONE OF THE CITY'S GREATEST CHALLENGES.**

The key themes expressed include a call for affordable and universal health care, better access to care at the local neighborhood level, and targeted support for marginalized groups, including the need for better systems to help those dealing with mental health issues. As one New Yorker said, “Our health care system is expensive, confusing, and out of reach for too many,” while others emphatically called on the state to take bold action to address health care access and affordability. ” A second New Yorker shared, “Health care outreach is needed in underserved communities — access for primary care services should be increased via transportation assistance and community advocates.”



# HEALTH EQUITY AND THE SOCIAL DETERMINANTS OF HEALTH

**EVERY NEW YORKER DESERVES TO BE HEALTHY.** However, long-term disinvestment from low-income neighborhoods and communities of color, have created inequities in health outcomes. As a result, geographically close neighborhoods can present large gaps in how long people live and how healthy they are. The Community Health Profiles, developed by the Department of Health and Mental Hygiene, have put a spotlight on these gaps. For example, East Harlem is mostly black and Hispanic, and nearly a quarter of its residents live in poverty. The Upper East Side, a neighborhood just to the south is mostly white and wealthy. Even though these neighborhoods are close in proximity, people in East Harlem can expect to live eight fewer years than their neighbors on the Upper East Side. Addressing these kinds of inequities in life-expectancy requires focusing on the social determinants of health — the conditions in which people are born, grow, live, work, and age.

## Education

There is extensive evidence that people with more education have better health outcomes, and live longer. In OneNYC 2050, we detail strategies to build a diverse and fair school system that serves as a leading national model for delivering a high-quality education to children of all backgrounds (see more in *Equity and Excellence in Education*).

## Food

A core part of physical and mental health is providing access to nutritious and accessible food. Yet, not all neighborhoods in our city have access to healthy and affordable food, and too many New Yorkers face food insecurity. In OneNYC 2050, we are putting in place policies that expand healthy food choices and make healthy lifestyles easier to achieve in all neighborhoods.

## Civic Engagement

When people have a voice in local decisions, resources are more likely to be distributed fairly, and in a manner to address neighborhood concerns. A healthy democracy supports a healthy neighborhood. In OneNYC 2050, we outline strategies to expand voting rights, ensure residents are better informed about democracy and create opportunities for residents to directly impact their communities (see more in *A Vibrant Democracy*).

## Income Inequality

Studies show a linear relationship between income inequality and poorer health outcomes such as life expectancy, infant mortality, obesity, mental illness, among others. In OneNYC 2050, we are working to grow and diversify our economy to create opportunity for all, safeguarding the American dream and addressing the racial wealth gap (see more in *Inclusive Economy*).

## Environment

Environmental hazards translate into poor health, loss of wages, and diminished quality of life, especially for residents of low-income communities that have historically been burdened with a disproportionate share of environmental risk. OneNYC 2050 will guide the design of a physical environment that creates the conditions for health and well-being (see more in *Thriving Neighborhoods*).

## Climate Change

The impacts of climate change will severely impact New Yorkers. In particular, rising temperatures will starkly impact low-income neighborhoods with little green canopy but a lot of blacktop, creating heat-vulnerable communities. OneNYC 2050 supports resilience and health preparedness in the city's most heat-vulnerable communities (see more in *A Livable Climate*).

## Housing

Housing is a key determinant of health outcomes. Unaffordable and unsafe housing can acutely impact the mental and physical health of New Yorkers. The goal of OneNYC 2050 is to ensure all New Yorkers have access to safe, secure and affordable housing (see more in *Thriving Neighborhoods*).

# Healthy Lives

## Health Care Services

Access to health care is critically important, and is a major part of the City's approach to advancing health equity. In OneNYC 2050, we are taking steps to guarantee high-quality, affordable, and accessible care for all New Yorkers.

## Transportation

The safety and accessibility of our streets, the reliability of our public transportation systems, and level of greenhouse gas (GHG) emissions and noxious pollutants in our air all impact the health of residents. OneNYC 2050 proposes the investments necessary to enable reliable, safe and sustainable transportation options so that no New Yorker needs to rely on a car (see more in *Efficient Mobility*).

## Neighborhoods

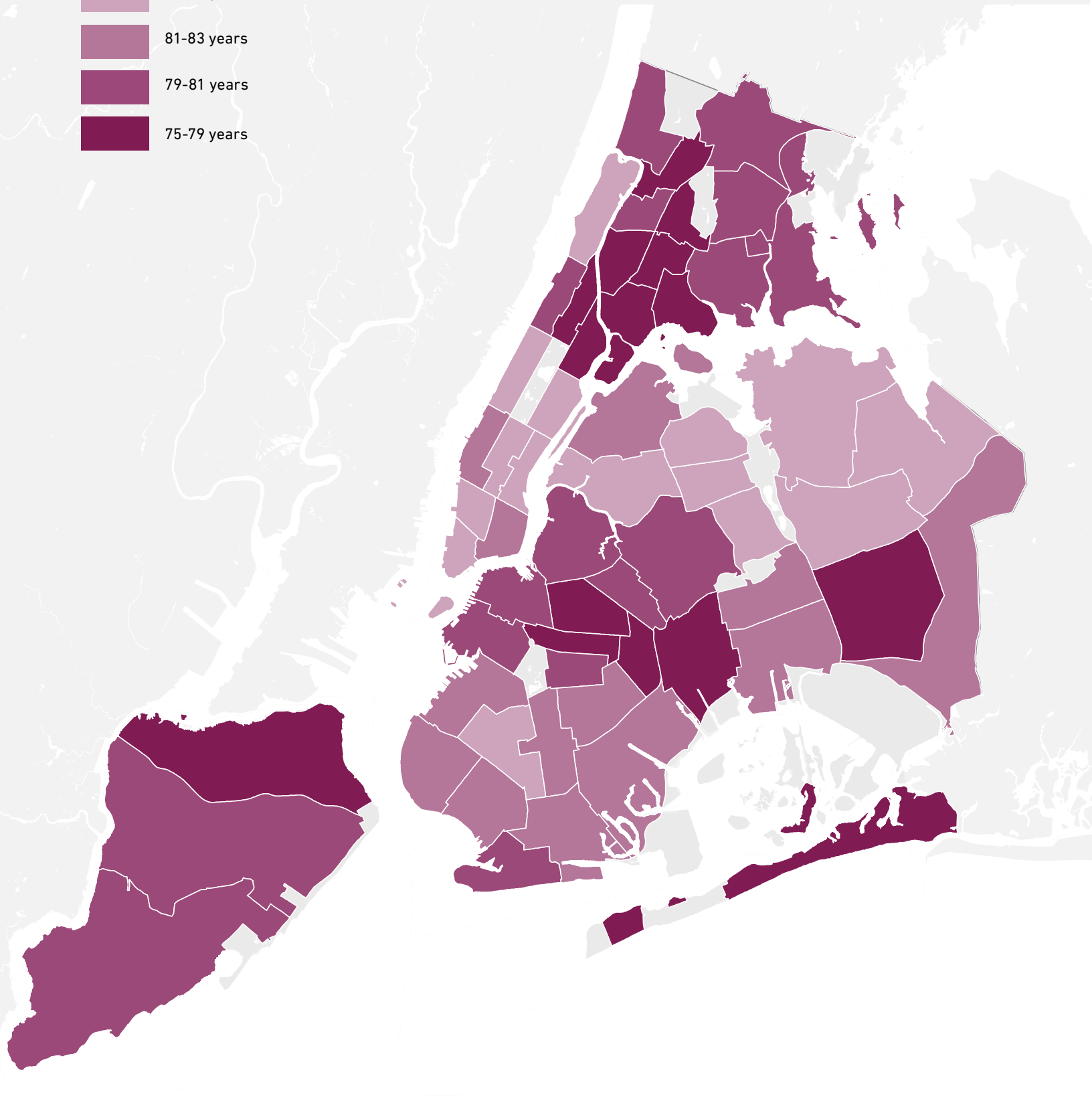
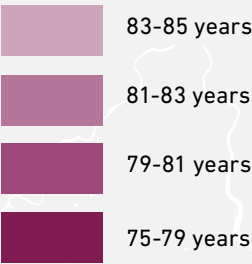
Where we live matters for our health, including the food we eat, how much exercise we get, and how much stress we experience. But not all neighborhoods support New Yorkers in living long and healthy lives. That's why we must make our neighborhoods safer, greener, and more affordable. In OneNYC 2050, we are fostering communities that have safe and affordable housing and are well-served by parks, cultural resources and shared spaces (see more in *Thriving Neighborhoods*).



Where we live impacts how long we live.

Source: DOHMH

LIFE EXPECTANCY BY COMMUNITY DISTRICT



# INITIATIVE 13 OF 30

## GUARANTEE HIGH-QUALITY, AFFORDABLE, AND ACCESSIBLE HEALTH CARE FOR ALL NEW YORKERS

### ACCESS TO HEALTH CARE IS A CRITICAL COMPONENT OF NEW YORK CITY'S APPROACH TO ADVANCING HEALTH EQUITY.

Currently an estimated 600,000 New Yorkers are without health insurance, despite half of that number being eligible for coverage.

### GUARANTEE HEALTH CARE FOR ALL NEW YORKERS

In January 2019, the City announced guaranteed care for all New Yorkers, a landmark initiative to 1) enroll New Yorkers in health insurance, including New York City's public health insurance option, MetroPlus; and 2) guarantee anyone ineligible for insurance — including undocumented New Yorkers — direct access to Health + Hospitals (H+H) primary and specialty care physicians, pharmacies, and mental health and substance abuse services through a new program called NYC Care.

#### • BOOST ENROLLMENT

The City will accelerate efforts to enroll eligible New Yorkers in insurance, particularly MetroPlus. MetroPlus provides free or affordable health insurance that connects insurance-eligible New Yorkers to a network of providers, and serves as an affordable, quality option for all New Yorkers, including those on Medicaid and Medicare, and those purchasing insurance from New York State of Health (New York's health insurance marketplace). The City will connect more independent workers, City vendors, and City workers to MetroPlus, while also improving the quality of the MetroPlus customer experience through improved access to clinical care, mental health services, and wellness rewards for healthy behavior.

#### • LAUNCH NYC CARE TO CONNECT NEW YORKERS TO HEALTH SERVICES

NYC Care, launching in summer 2019, will connect thousands of New Yorkers who are ineligible for health insurance — including undocumented New Yorkers and those who cannot afford insurance — to reliable care. Once the new program is fully implemented in 2021, those enrolled will be able to access the clinical services, coordinated care, and the customer service that people with health insurance are accustomed to experiencing. NYC Care is open to anyone who does not have an affordable insurance option, and will be priced on a sliding scale to ensure affordability. NYC Care will provide a primary care doctor and access to specialty care, prescription drugs, mental health services, hospitalization, and more.



A PHYSICIAN CARES FOR A PATIENT AT GOTHAM HEALTH VANDERBILT, ONE OF HEALTH + HOSPITALS' MORE THAN 70 COMMUNITY- AND SCHOOL-BASED HEALTH CENTERS.

Source: H+H

*“Health care is a right, not a privilege reserved for those who can afford it.” - Mayor de Blasio*



## IMPROVE AND MODERNIZE PRIMARY AND SPECIALTY HEALTH CARE DELIVERY

New York City is revitalizing how H+H, the nation's largest public hospital system, can improve the quality of care for patients and streamline communication among providers. As we focus on strengthening place-based outpatient health care, we will leverage new technology to expand access to specialty doctors, and modernize our health records and billing infrastructure.

- **EXPAND PRIMARY CARE TO BETTER ADDRESS COMMUNITY HEALTH NEEDS**

H+H is transforming the health system's vast ambulatory care operations and improving access to primary care. In 2018, the system released a five-point strategy that will be adopted across more than 70 place-based health centers, including 11 hospital-based outpatient operations, which together provide more than five million outpatient visits to children and adults every year. We will open three new full-service ambulatory care sites by the end of 2021.

- **IMPROVE ACCESS TO SPECIALTY CARE THROUGH ECONSULT**

H+H will ensure patients can get the right care at the right time in the right place. To do so, the City is expanding its eConsult system to all H+H facilities by the end of 2020. The use of eConsult expands access to ambulatory specialty care by enhancing communication among primary care providers and specialists. Today, eConsult is live in more than 100 clinics across 11 facilities, including adult medical and surgical subspecialties, behavioral health, and pediatric subspecialties.

- **IMPLEMENT AN ELECTRONIC HEALTH RECORD AND FINANCIAL SYSTEM ACROSS ALL NYC H+H FACILITIES**

To support expanded access to care and services, H+H is moving to a modern IT and financial infrastructure that features a single electronic health record and billing system. This will help to more accurately document health care delivery and correctly bill insurers. Most importantly, it will improve patient care by strengthening communication across more than 70 patient care sites. This timely access to patients' complete medical records will enhance our clinicians' ability to make better care decisions, and will allow them to spend less time managing paper records and more time caring for patients.

EMERGENCY DEPARTMENT STAFF AT CONEY ISLAND HOSPITAL.

Source: H+H



## HOW eCONSULT WORKS FOR PATIENTS



*Over 28,000 eConsults  
completed since 2016*

eConsult can allow primary care providers to give their patients access to the advice of specialty care providers before the patient visits a specialty clinic. For example, one Bronx resident – we'll call him Jose – saw his primary care doctor and complained of ringing in his ears. The primary care doctor believed Jose was experiencing tinnitus, a condition that would normally be treated by a specialty care provider. However, before the primary care doctor sent Jose to an Ear, Nose and Throat (ENT) specialist, she sent an eConsult to a specialist in the ENT department. The specialist reviewed the chart and recommended he see an

audiologist before coming to the ENT department. The specialist also gave Jose's primary care doctor instructions for the tests he needed, and an appointment for a visit to the audiologist was scheduled. When Jose finally went to the ENT, the diagnosis was already determined, and Jose and his healthcare provider were able to immediately focus on a plan of action for Jose's care. As a result of eConsult, Jose was able to see the appropriate specialists in the right order all while saving time by avoiding unnecessary specialist appointments.



## INITIATIVE 14 OF 30

# ADVANCE EQUITY BY ADDRESSING THE HEALTH AND MENTAL HEALTH NEEDS OF ALL COMMUNITIES

### PEOPLE AND COMMUNITIES HAVE DIFFERENT HEALTH NEEDS.

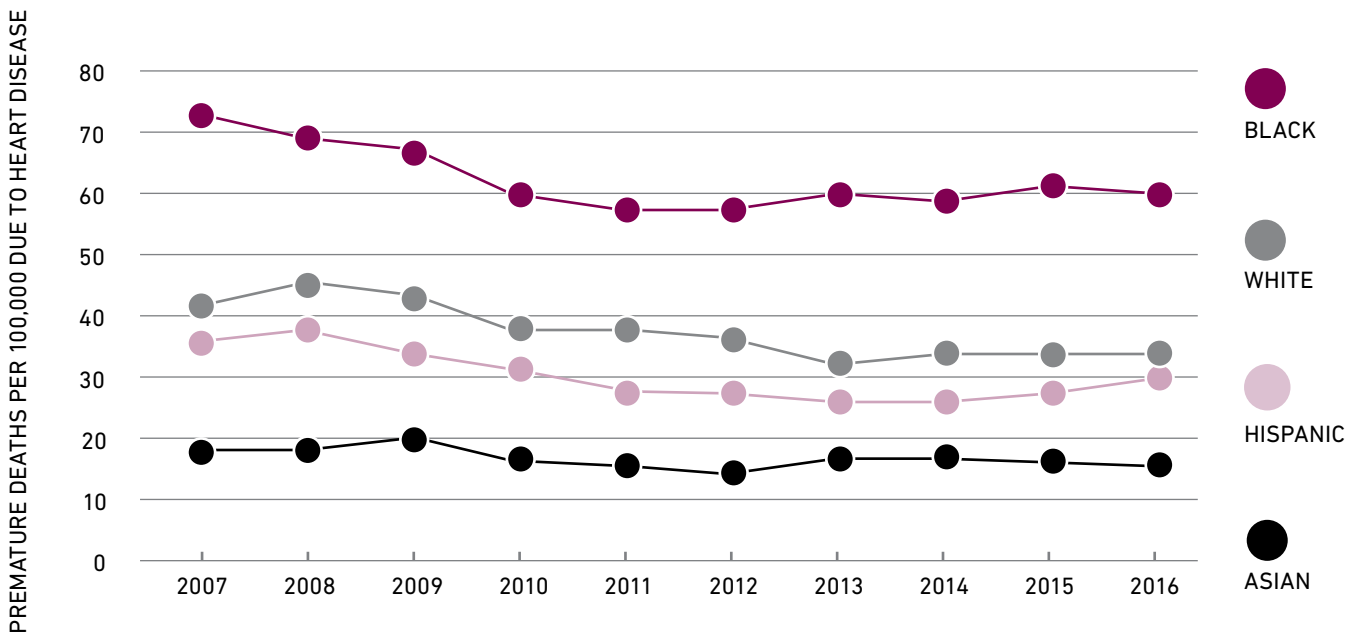
We will ensure all New Yorkers, regardless of race and ethnicity, gender identity, or sexuality, are well served by our public health care system. We will continue to address racial and ethnic inequities in premature mortality and will confront the stark inequities between white women and women of color in maternal morbidity and mortality, and in infant mortality, paving the way for greater equity around childbirth. We will continue to close gaps in our mental health system, connecting people with support and treatment options and reverse the opioid overdose epidemic in our communities.

### REDUCE THE LEADING CAUSES OF PREMATURE MORTALITY

The leading causes of premature mortality citywide are cancer, heart disease, accidental drug overdose, and diabetes. The City is continuing to advance programs to prevent and control high blood pressure and reduce related health inequities, as well as reduce adult and adolescent obesity—a risk factor for diabetes. Ensuring safety is also an important way that the City works to reduce inequities in premature mortality—for example, reducing traffic fatalities through Vision Zero and reducing gun violence using evidence-based, community-driven strategies.

### Heart disease especially impacts black New Yorkers.

Source: DOHMH



## Communities of color are disproportionately impacted by inequities in health outcomes.

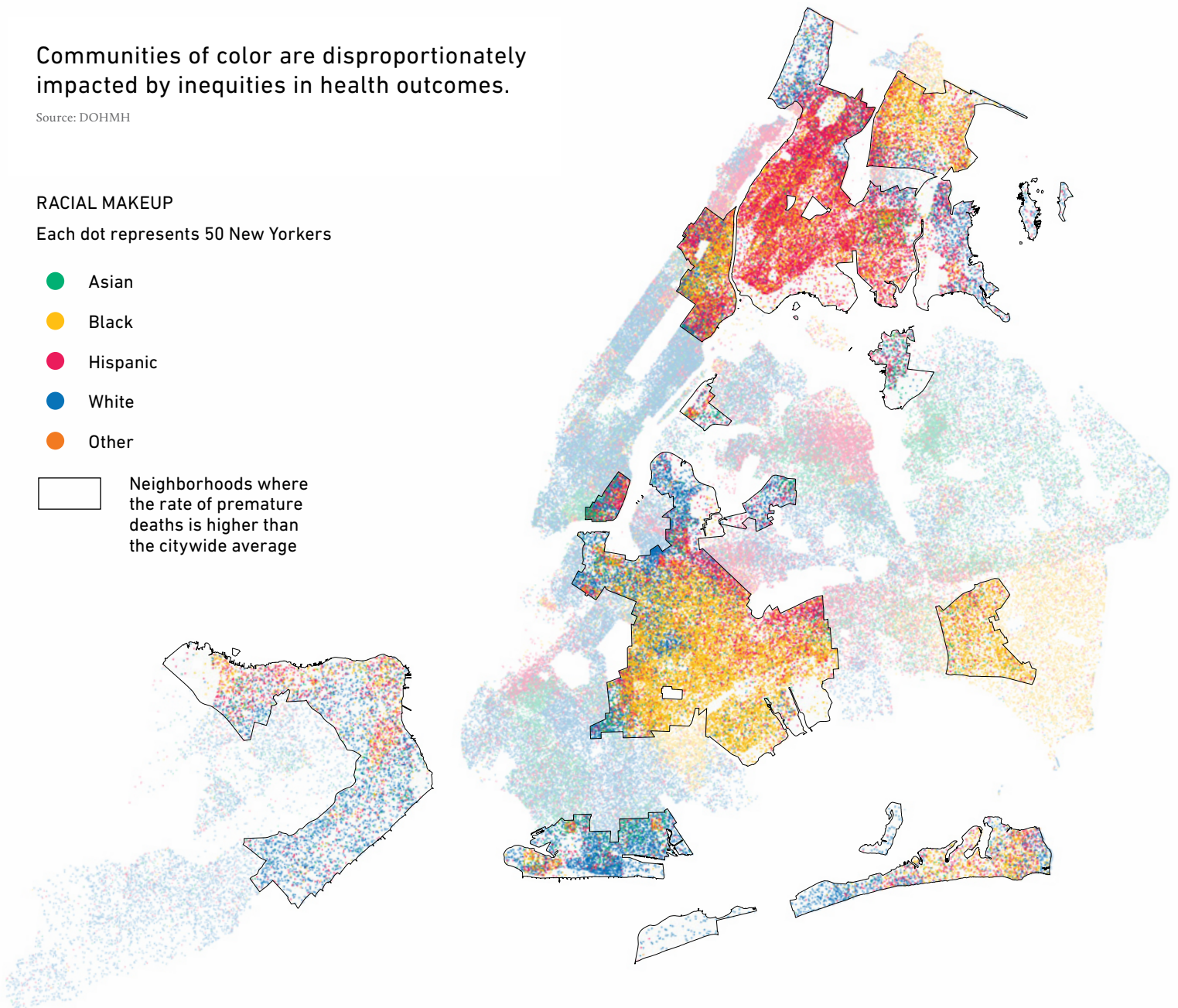
Source: DOHMH

### RACIAL MAKEUP

Each dot represents 50 New Yorkers

- Asian
- Black
- Hispanic
- White
- Other

Neighborhoods where the rate of premature deaths is higher than the citywide average



#### • IMPROVE HEART HEALTH ESPECIALLY AMONG BLACK NEW YORKERS

While heart disease and stroke affect New Yorkers of all races and ethnicities across the socioeconomic spectrum, black New Yorkers and those living in low-income neighborhoods are disproportionately affected. The premature mortality rate due to heart disease among those living in very high-poverty neighborhoods was 2.4 times higher than among those living in low-poverty neighborhoods. Further, black New Yorkers have a premature mortality rate for heart disease that is 1.8 times higher than for white New Yorkers and 3.3 times higher for stroke. We will continue to make targeted investments to address these disparities.

#### • ENCOURAGE HEART-HEALTHY CHOICES

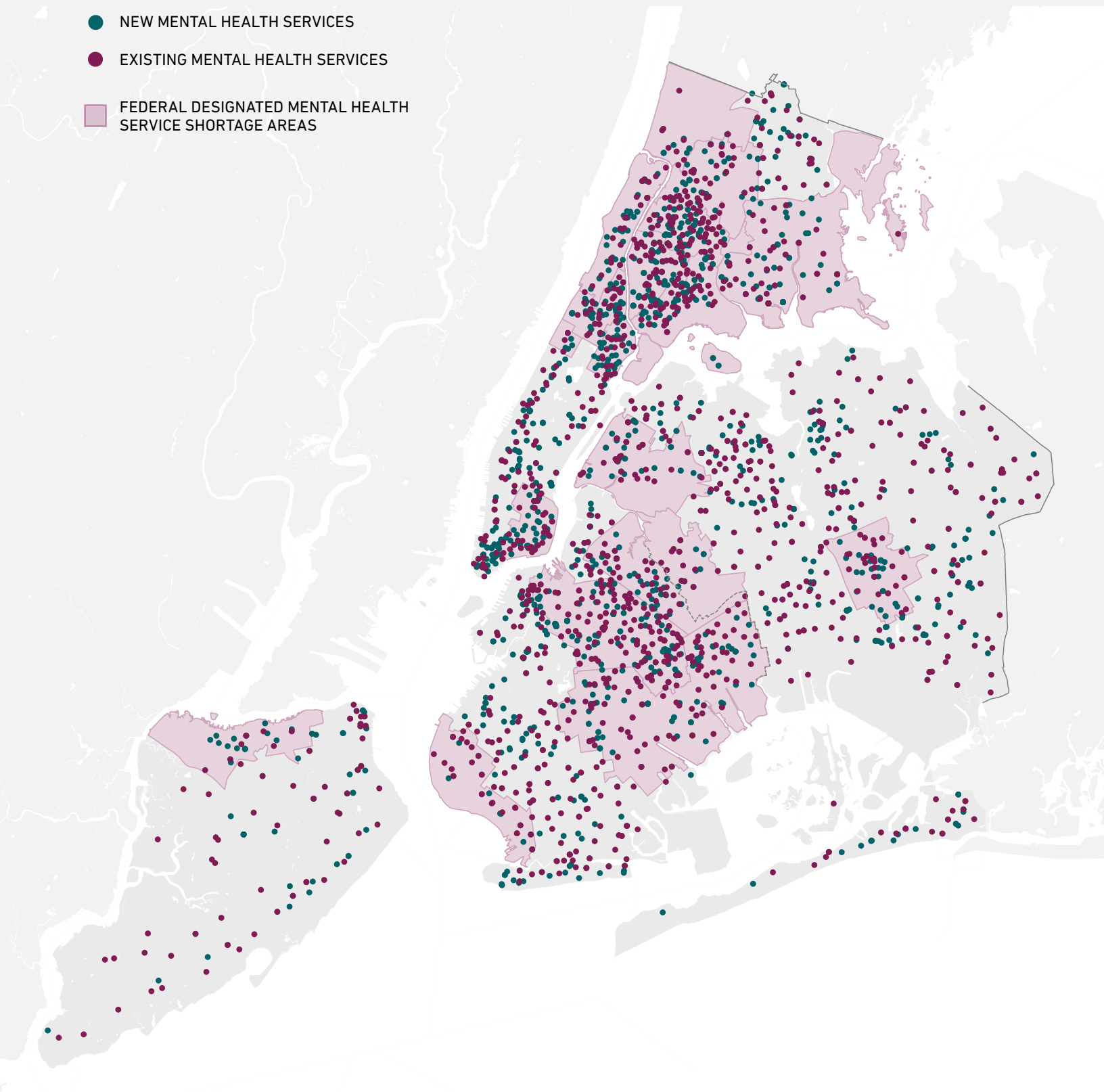
Sugary drinks are a risk factor for heart disease alone, but also through the development of obesity and type 2 diabetes. The City has supported legislation to replace sugary drinks as the default beverage option for children's meals offered at certain food service establishments. In addition, tobacco is the leading contributor to the development of, and complications from, heart disease. The City will expand its ban on the sale of flavored tobacco products to include menthol cigarettes, e-cigarettes, and other tobacco products, in addition to all other flavored e-cigarettes.



75 percent of ThriveNYC-funded clinicians are working in mental health care shortage areas.

Source: ThriveNYC

- NEW MENTAL HEALTH SERVICES
- EXISTING MENTAL HEALTH SERVICES
- FEDERAL DESIGNATED MENTAL HEALTH SERVICE SHORTAGE AREAS



## ENSURE EVERY NEW YORKER HAS ACCESS TO MENTAL HEALTH SUPPORT

With at least one in five adult New Yorkers experiencing mental health disorders, ThriveNYC is working to ensure every New Yorker who needs mental health support has access to it, where and when they need it. Launched in 2015, ThriveNYC pilots innovative strategies to address needs that have gone unmet by traditional services. This includes implementing new services for historically underserved populations, expanding the range of mental health care and support available to all New Yorkers, and improving mental health equity across the city. The City will deepen this work in the years ahead.

- **EXPAND SERVICES FOR PARTICULARLY VULNERABLE POPULATIONS**

Before ThriveNYC, the Department of Youth and Community Development's (DYCD) youth shelters and drop-in centers, which predominantly serve LGBTQ young people, had few on-site mental health resources. Now, clinicians are on site in all 33 DYCD-funded runaway and homeless youth shelters. In the last three years, these clinicians have helped more than 10,000 young people. Additionally, through ThriveNYC, 147 shelters — those for youth, single adults, and families — have new on-site clinical services they did not have before.

- **REACH PEOPLE IN NEW AND INNOVATIVE WAYS**

Before ThriveNYC, health care professionals were visiting low-income, new parents in their homes to offer support during what is a stressful time under any circumstances. Now, through ThriveNYC, health care workers are also visiting every new parent living in a shelter. This program has served more than 3,800 families in shelters since 2015.

- **INTEGRATE MENTAL HEALTH SUPPORT AND SOCIAL SERVICES THROUGH CONNECTIONS TO CARE (C2C)**

By partnering with community-based organizations to reach people who are unlikely to seek care on their own, we are building the capacity of trusted neighborhood organizations — such as community day cares, job training programs, and immigrant service providers — who are often closest to those in need. C2C enables these organizations to act as frontline responders, screening their clients for mental health needs, offering direct support, and linking them to local health providers for further care.

- **ENHANCE CLINICAL CARE IN SENIOR CENTERS**

Through the Department for the Aging (DFTA), the City has added on-site mental health services to 25 senior centers within the agency's network. In the coming year, more licensed clinicians will be placed in centers across the city to provide older adults with access to mental health services and help them overcome the stigma attached to mental health. Mental health professionals will treat the range of mental health conditions — with services provided by bilingual and culturally-competent social workers.

- **INCREASE ACCESS TO CARE FOR YOUNG NEW YORKERS**

Now, every student in every public school in New York City has access to clinical mental health support. Before ThriveNYC, a fraction of the City's public schools had a clinician onsite. Now, over 1,000 public schools have access to a clinician, onsite or offsite. And through ThriveNYC, 380 pre-K sites across the city also have access to clinical mental health support.

- **PROVIDE NEW SERVICES FOR PEOPLE WITH SERIOUS MENTAL HEALTH NEEDS**

New Yorkers with serious mental illness have complex needs and hospitalization isn't always the answer. To complement the many services that the City already provides for these individuals, ThriveNYC created and expanded mobile treatment teams to serve people with serious needs. These teams work to intervene before crisis and stabilize people afterwards, helping people stay in their communities. They often connect clients to housing and treatment, re-connect clients to family members and offer help with medication if they have stopped taking it. There are currently over 50 mobile teams in the city with the capacity to serve more than 3,500 people at any given time.

PARTICIPANTS AT A MENTAL HEALTH FIRST AID TRAINING IN MANHATTAN.

Source: ThriveNYC





# THRIVENYC: ACCESS TO MENTAL HEALTH SUPPORT FOR ALL NEW YORKERS



**THRIVENYC IS AN UNPRECEDENTED COMMITMENT BY NEW YORK CITY TO ENSURE THAT EVERY NEW YORKER WHO NEEDS MENTAL HEALTH SUPPORT HAS ACCESS TO IT, WHERE AND WHEN THEY NEED IT.** Launched in 2015, it is a bold response to a challenging reality: one in five adult New Yorkers faces a mental health disorder each year. Eight percent of high school students report attempting suicide, and one in four report feeling persistently sad or hopeless. At any given time, half a million adult New Yorkers are estimated to have depression, yet less than 40 percent report receiving care. If we can build more resilience, mitigate trauma, and address mental health needs, we will have a stronger, safer, and healthier city.

## THRIVENYC WORKS IN THREE KEY WAYS:

**1. THRIVE INNOVATES**, piloting evidence-driven strategies to address needs that have gone unmet by traditional mental health services.

**2. THRIVE ENHANCES EQUITY** with a focus in underserved neighborhoods by increasing access to mental health support outside of traditional clinical settings in locations such as shelters, senior centers, schools, and community-based organizations.

**3. THRIVE PROMOTES INCLUSION** by reducing cultural barriers to care and partnering with communities to ensure that particularly vulnerable populations know about and have access to services.

All ThriveNYC programs are informed by six principles for achieving sustainable innovation: change the culture; act early; close treatment gaps; partner with communities; use data better; and strengthen government's ability to lead.



PARTICIPANTS AT A MENTAL HEALTH FIRST AID TRAINING IN MANHATTAN.

Source: ThriveNYC



CHILDREN PARTICIPATE IN TRAUMA SMART EVENT.

Source: ThriveNYC

## THRIVENYC IN ACTION

The Mayor's Office of ThriveNYC, along with partner agencies and mayoral offices, leverages the full expertise and reach of the City government to improve the lives of New Yorkers in need. ThriveNYC:

- **CHANGES THE CULTURE BY REDUCING CULTURAL BARRIERS TO CARE.**

More than 100,000 New Yorkers have been trained in Mental Health First Aid— 48,000 are front-line City workers such as shelter staff, police officers, or parks employees, while 52,000 are residents who have made the commitment to take this training on their own time. These New Yorkers are now more comfortable talking about mental health, recognizing signs and symptoms of mental illness, and helping connect people in need to relevant services.

- **BROADENS THE RANGE OF MENTAL HEALTH SUPPORT AVAILABLE TO NEW YORKERS, BECAUSE WE KNOW HELP CAN COME IN MANY FORMS.**

NYCWell is now the most comprehensive mental health helpline in the country, available to anyone with any level of mental health need. NYCWell has answered more than 560,000 calls, texts, and chats since it launched in fall 2016. Thrive is also meeting people where they live, work and learn by embedding clinicians in community-based organizations across the city.

- **EXPANDS ACCESS TO MENTAL HEALTH SERVICES TO NEW YORKERS WHO ARE PARTICULARLY VULNERABLE TO MENTAL ILLNESS — AND HAVE BEEN HISTORICALLY UNDERSERVED.**

As one example, the Crime Victim Assistance Program is now available in all 77 police precincts and nine police service areas in the city, and has helped more than 110,000 victims navigate the emotional, physical and financial aftermath of crime.

- **DEEPENS COMMUNITY-BASED EARLY INTERVENTION AND ONGOING TREATMENT OPTIONS AVAILABLE TO THOSE WITH SERIOUS MENTAL HEALTH NEEDS.**

As an example of the more than 50 mobile teams the City has in place to serve people with serious needs in the community, Co-Response Teams, staffed by one clinician and two police officers, have served more than 900 people. Ninety-five percent of their contacts with clients have been successful, leading to many fewer interactions with police and increased stability in clients' lives. These clients are not only mentally ill, but also have demonstrated escalating violent behavior.

- **ENHANCES MENTAL HEALTH CARE EQUITY.**

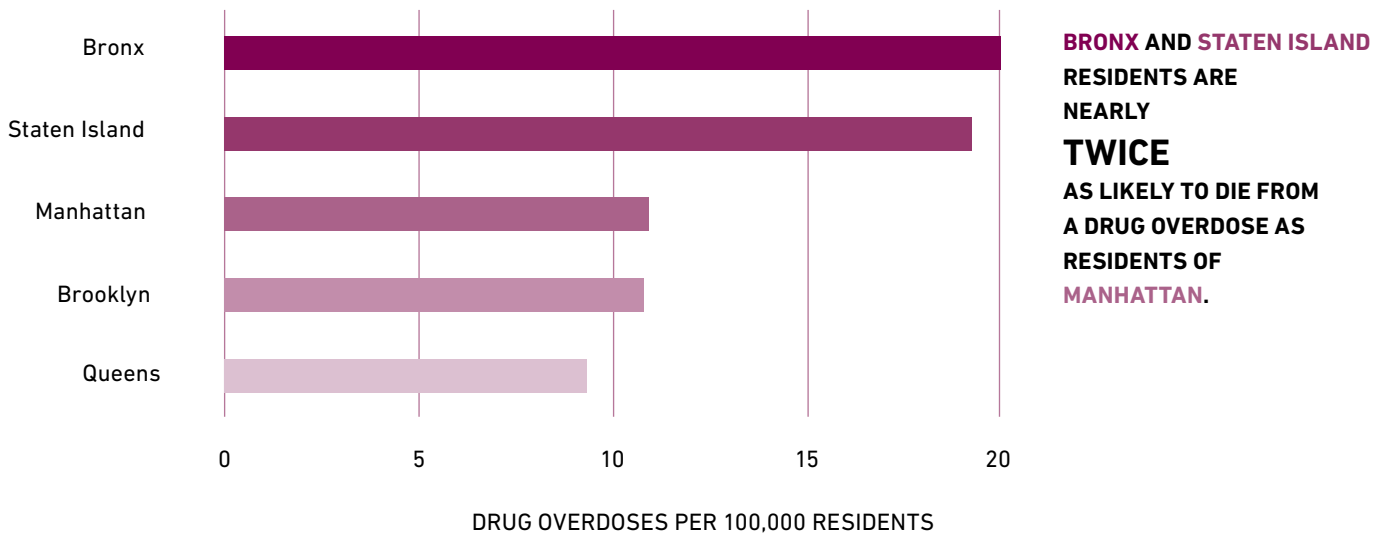
There are currently 21 federally designated mental health care shortage areas in New York City. As we have built our ThriveNYC programs, we have paid particular attention to adding resources to these underserved neighborhoods: 75 percent of Thrive-funded clinicians are based in mental health care shortage areas.

The first three years of ThriveNYC focused on getting new services and strategies up and running and expanding our reach to New Yorkers in need. As we move forward, ThriveNYC is focused on effectively implementing Thrive programs, maximizing their impact, and ensuring their sustainability.



## Nearly 1,500 New York City residents died from unintentional drug overdoses in 2017.

Source: DOHMH



### END THE OPIOID EPIDEMIC

In 2017, the City launched HealingNYC, a \$38 million initiative to reduce opioid overdose deaths citywide. In 2018, funding increased to \$60 million to bolster naloxone kit distribution and overdose prevention trainings; expand peer services in hospital emergency departments; and establish the Health Engagement and Assessment Teams (HEAT), which serves as an alternative response for people with mental health and substance misuse needs who encounter police and other first responders. The City will target implementation of these resources in communities with the highest rates of overdose, such as the Bronx.

- **INCREASE NALOXONE DISTRIBUTION**

The City will continue to equip frontline staff and community members with naloxone, the overdose reversal drug, and the Fire Department of New York Emergency Medical Services will leave behind 5,000 naloxone kits every year when responding to 911 calls for overdoses. In addition, the City will train New Yorkers, including frontline City workers, to administer and distribute naloxone.

- **EXPAND PROGRAMS FOR JUSTICE-INVOLVED NEW YORKERS**

To support the diversion of people arrested on low-level drug offenses from the criminal justice system, the City will continue to support HOPE programs in Staten Island and the Bronx that refer individuals to resources and other services including medication-assisted treatment (MAT), which combines withdrawal medications, therapy, and counseling.

- **EXPAND PEER SERVICES IN HOSPITAL EMERGENCY DEPARTMENTS**

H+H will expand its peer advocate program to all of its 11 emergency departments, with the goal of embedding peers with substance misuse lived experience and social workers with addiction specialization directly into emergency department units, so that their expertise is woven through emergency response. DOHMH will expand its peer-response initiative, Relay, to 15 private hospitals by June 2020. With the expansion of these two programs, New Yorkers with an opioid misuse disorder will have access to peer support at the 26 hospitals that provide nearly 75 percent of all emergency services for overdose.

- **IMPLEMENT THE BRONX ACTION PLAN**

The City will implement the Bronx Action Plan to reverse the opioid overdose epidemic in the borough, where rates of fatal drug overdoses outpace those citywide. With a focus on place-based programs, the City will connect Bronx residents who misuse substances to treatment, care, and community support. The plan directs resources to assist first responders, increase naloxone-kit distribution, run a public awareness campaign to educate New Yorkers about the dangers of the powerful synthetic opioid fentanyl, and expand harm-reduction outreach and services.

## REDUCE RACIAL AND ETHNIC INEQUITIES IN BOTH MATERNAL MORTALITY AND INFANT MORTALITY

New York City has a comprehensive approach to addressing the root causes of persistent, intolerable, and preventable racial and ethnic inequities in maternal mortality, severe maternal morbidity (life-threatening complications in childbirth), and infant mortality. Achieving birth equity requires coordinated activities across government agencies, health care systems, and community partners. Our strategy will transform women's health care by addressing implicit bias, enhancing maternity care, increasing surveillance, and expanding public education.

- **IMPLEMENT A QUALITY IMPROVEMENT INITIATIVE WITH MATERNITY HOSPITALS**

DOHMH will work with a network of 24 public and private maternity hospitals to implement hospital-specific recommendations to reduce the number of life-threatening complications during and after childbirth. Working in neighborhoods with the highest rates of pregnancy-related complications, hospitals will review severe maternal morbidity data to identify problem areas in care and design improvements, including adopting trauma and resilience-informed care training, to better serve women of color.

- **PROVIDE COMPREHENSIVE MATERNITY CARE AT NYC HEALTH + HOSPITALS**

New York City's public hospitals will continue to provide comprehensive care to women through simulation training for providers to identify and respond to the three leading causes of pregnancy-related deaths: pulmonary embolism, bleeding and severe hypertensive disease; and by offering high-risk patients a medical home model that provides clinical, mental health, and other social supports and linkages to care. We will also make it easier for women to receive postpartum care by co-locating postpartum and newborn appointments and establishing pre-pregnancy planning in primary care.

- **ENHANCE DATA QUALITY AND TIMELINESS**

Reviewing population data on the treatment of mothers in childbirth is essential to developing policies and interventions that can improve patient outcomes. The City will enhance data quality through the NYC Maternal Mortality and Morbidity Review Committee, and will also reduce the two- to three-year data lag in mortality estimates.

- **LAUNCH A PUBLIC AWARENESS CAMPAIGN AROUND SAFE AND RESPECTFUL CHILD BIRTH AND PREGNANCY-RELATED HEALTH RISKS**

This campaign will include educating community residents and health care providers on the NYC Standards for Respectful Care at Birth, which were developed in collaboration with the Sexual and Reproductive Justice Community Engagement Group (SRJ CEG).





## INITIATIVE 15 OF 30

# MAKE HEALTHY LIFESTYLES EASIER IN ALL NEIGHBORHOODS

### **A CORE PART OF SUPPORTING PHYSICAL AND MENTAL HEALTH IS PROVIDING ACCESS TO NUTRITIOUS AND ACCESSIBLE FOOD ACROSS ALL COMMUNITIES AND A BUILT ENVIRONMENT THAT SUPPORTS HEALTH AND WELL-BEING.**

New York City has developed strong programs that support knowledge of and access to healthy food options. However, there continue to be barriers to consistent access to healthy and affordable food options. To ensure equitable access to nutritious food and environments that support health, we must continue to develop partnerships between urban planning and public health to tackle persistent health inequities that are the result of social determinants such as community retail corridors, income, transportation, housing, and public safety. Uneven development of these underlying factors have contributed to unfair and unjust differences in life expectancy of more than 10 years between New York City neighborhoods. The City will continue to promote strategies that support improved design of buildings, streets, and neighborhoods and connection to social and health resources that support health beyond just physical activity. The City will also be a catalyst for changes to our food environment, making it easier for all New Yorkers to have meaningful access to healthier foods.

### **EXPAND HEALTHY FOOD CHOICES**

About 20 percent of New Yorkers live in poverty, and nearly 1.6 million New Yorkers rely on the Supplemental Nutrition Assistance Program (SNAP) to purchase food. Adults in high-poverty neighborhoods consume fewer fruits and vegetables on average than those in low-poverty neighborhoods. The City will work to close this gap by expanding the Health Bucks program to help New Yorkers access fresh, locally grown fruits and vegetables, increasing the Health Bucks SNAP incentive to a \$1 for \$1 match at local farmers markets, and will continue to offer interactive nutrition education programs across the city.

New York City will also improve the foods and beverages served by City government by implementing a Good Food Purchasing Policy across key constituent food serving agencies, providing a transparent metrics-based, flexible framework that encourages large institutions to direct their buying power toward five core values: local economies, environmental sustainability, valued workforce, animal welfare, and nutrition. Applying these principles in the work to purchase food through agencies will help increase consumption of high-quality nutritious food and increase knowledge of the desirability of healthy food. The City will also update the NYC Food Standards to phase out purchases of processed meat, which has been linked with increased risk of cancer and is often high in saturated fat and sodium which is linked to heart disease. Processed meat will be replaced by healthier proteins, including an increase in plant-based options. In addition, the City's 11 public hospitals have begun offering plant-based options, and beginning in the 2019–2020 school year, all schools will serve vegetarian meals on Mondays.

In addition, the City will focus on reducing risk factors for heart disease and cancer by limiting access to added sugar. Through the National Salt and Sugar Reduction Initiative, a partnership of organizations and health authorities from across the country and convened by DOHMH, the City will finalize sugar reduction targets in packaged foods and beverages. To make food and beverage options at stores healthier, we will encourage companies to meet these voluntary sugar-reduction targets. Access to affordable, quality food is an essential component of building strong neighborhoods, and the City will continue the Food Retail Expansion to Support Health (FRESH) program, which promotes the establishment and expansion of grocery stores in underserved communities by lowering the costs of owning, developing, and renovating retail space.



SCALLIONS AND SWISS CHARD AT THE BRONX BOROUGH HALL GREENMARKET.

Source: Molly Hartman/Mayor's Office of Photography

## CREATE A BUILT ENVIRONMENT THAT ENCOURAGES PHYSICAL ACTIVITY, COMMUNITY BUILDING, AND BETTER MENTAL HEALTH

The City will update and expand the Active Design Guidelines (ADGs) to include physical design strategies for buildings, streets, urban agriculture, and public spaces, including farmers' markets, that support mental health and social well-being, and promote environments that make healthy choices easier for all New Yorkers. First published in 2010, the ADGs outline innovative approaches to the challenges of chronic disease, with a focus on obesity. The updated guidelines will further ensure the City is promoting evidence-based built-environment design strategies that support not just physical health, but also mental and social health, across all neighborhoods.

*"Continue to support access to healthy food initiatives."*

- Resident of Hamilton Heights, Manhattan



## INITIATIVE 16 OF 30

# DESIGN A PHYSICAL ENVIRONMENT THAT CREATES THE CONDITIONS FOR HEALTH AND WELL-BEING

**ENVIRONMENTAL CONDITIONS ARE A FOUNDATIONAL COMPONENT OF HEALTH EQUITY.** Environmental hazards lead to poor health, loss of wages, and diminished quality of life, especially for residents in high-poverty communities and communities of color that have historically been burdened with a disproportionate share of pollution and other environmental risks.

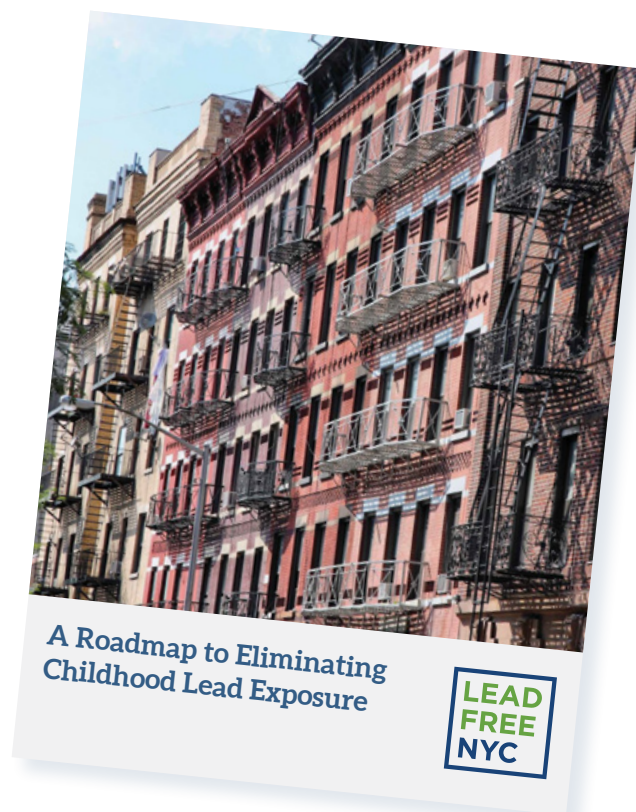
Many communities have not enjoyed equal access to the region's environmental resources, including its natural areas, to the detriment of health and quality of life. We will work toward creating a safe and healthy environment for all people through improved data, policies aimed at reducing greenhouse gas emissions and increasing climate resiliency, and targeted interventions that ease access to natural areas in historically resource-deprived neighborhoods.

Complementing other significant environmental initiatives featured in the “A Livable Climate” and “Efficient Mobility” volumes of OneNYC 2050, New York City will improve air quality and the cleanliness of waterways; mitigate and adapt to the urban heat island effect and the warming climate; remediate brownfields; and protect the city's natural areas while simultaneously making them more accessible to all New Yorkers. A common thread in these strategies is the role of community stakeholders in identifying problems and helping to craft effective strategies.

### REDUCE CHILDHOOD EXPOSURE TO LEAD

Elevated lead levels in the blood can lead to irreversible developmental effects in children, including adversely affecting physical and mental growth and causing learning and behavioral problems. Young children are at particular risk because exposure to lead primarily comes from ingestion of lead-based paint. New York City prohibited the use of lead paint in homes in 1960, becoming one of the first jurisdictions to do so, 18 years before it was banned by the federal government. Yet many older buildings still have lead paint on walls, windows, doors, and other surfaces.

Since the passage in 2004 of New York City's stringent Local Law 1, childhood lead exposure has plummeted 90 percent. This year, the City launched LeadFreeNYC to reduce that exposure to zero, and released a “Roadmap to Eliminating Childhood Lead Exposure,” which includes a two-fold approach to preventing exposure to lead hazards and responding quickly and comprehensively whenever a child has an elevated level of lead in the blood. In addition, the City will increase resources and support for children, parents, and health care providers to make sure every child younger than three is tested for lead exposure — and that any child who has an elevated blood lead level gets the services they need. We will also target bad actor landlords, lower the lead paint and dust standards in order to remove hazards, and increase oversight of unsafe consumer goods and construction work, with a focus on high-risk neighborhoods.



## EXPAND HEAT-HEALTH PROGRAMMING AND EDUCATION

Heat threatens New York City's health and livability, particularly as our climate continues to change. New York City has made progress toward lowering temperatures in our neighborhoods. In addition to expanding shade and tree-canopy cover, the City and partners have increased the albedo — the reflection of the sun's light and heat — to more than 9 million square feet of building roofs. Still, each year, hundreds of New Yorkers experience heat-related injuries and deaths, with most exposed at homes without air conditioning. Heat vulnerability is highest in low-income neighborhoods and communities of color where discriminatory policies have resulted in inequitable distribution of social and economic resources and opportunities. New York City will promote awareness of the health impacts of hot weather and tips to stay safe for those in need. In addition, the City will continue to train home health aides and community health workers on extreme-heat safety and how to help keep their clients safe, while DOHMH's Be A Buddy Program enables communities to help our neighbors who are most at risk (see *A Livable Climate*).

## ADVANCE EQUITABLE IMPROVEMENTS IN AIR QUALITY

New York City's air is the cleanest it has been in more than 50 years, and continues to improve, due to the City's effort to curtail and phase out pollutants such as residential heating oil. The City also launched the NYC Retrofit Accelerator and Community Retrofit NYC to help building owners and operators make energy-efficiency improvements. The City now owns one of the largest alternative fuel municipal fleets in the world. Still, air pollution remains a leading environmental threat, especially to the health of low-income New Yorkers. Particulate matter (PM<sub>2.5</sub>) is estimated to contribute to more than 2,000 deaths and just under 6,000 emergency room visits and hospitalizations for cardiovascular and respiratory disease each year. All neighborhoods are affected by these health impacts, but they disproportionately occur in high-poverty communities. Air quality in New York City is determined by local policies and regulations, as well as State and federal regulations that govern the fuel efficiency of the vehicles on our roads, the fuel choices of power plants upwind of the city, and the regulation of the transportation system, among other sectors. The City will continue to improve air quality through more stringent regulations increased electrification, and the greening of the City's building stock.

- **ENFORCE THE UPDATED AIR POLLUTION CONTROL CODE USING A HEALTH-EQUITY LENS**

Over the next four years, New York City will expand initiatives to curtail vehicular emissions, working with the New York City Council to introduce legislation that will further restrict engine idling, particularly for vehicles with secondary engines. We will also launch an aggressive anti-

idling outreach campaign targeted at stakeholders responsible for heavy-duty vehicles that produce the greatest emissions — such as school bus operators, and truck delivery fleet owners — and focus on neighborhoods with the greatest air quality impacts. In addition, we will increase control of previously unregulated sources of particulate matter emissions by exploring new options for infrastructure to control emissions from commercial charbroilers, expanding oversight to establishments that were originally exempt, and further lowering the threshold of charbroil meat pounds per week in order to continue realizing air quality improvements. The City will also continue the Clean Heat Initiative to support the transition to cleaner heating fuels, with a focus on environmental justice communities.

PRE-TEENS EXERCISE IN THE FRESH AIR WITH THE NYC FOOTBALL CLUB AT THE GRACIE MANSION SPRING KICK-OFF.

Source: Ed Reed/Mayoral Photography Office



## CLIMATE AND HEALTH

**GREENHOUSE GAS EMISSIONS CAN FEEL ABSTRACT, BUT THEIR IMPACTS ON OUR WARMING CLIMATE ARE RESULTING IN VERY REAL HEALTH CONSEQUENCES, SUCH AS HEAT-RELATED ILLNESSES AND DEATH.**

Addressing climate change can have additional health impacts. The burning of fossil fuels, produces air pollutants such as NO<sub>x</sub>, SO<sub>x</sub>, and PM<sub>2.5</sub> that directly impact human health. Thus, programs to reduce greenhouse gases by decreasing fossil fuel use — for instance, building retrofits will improve health both by combating climate change and through improving local air quality (see more in *A Livable Climate*).



- **IDENTIFY ADDITIONAL TARGETED AIR QUALITY IMPROVEMENTS THROUGH DATA COLLECTION AND ANALYSIS, AND COMMUNITY ENGAGEMENT**

Since December 2008, DOHMH has monitored criteria for air pollutants at street-level sites around the city through the New York City Community Air Survey, which provides essential data on air quality. In 2017, the City funded the construction of 10 real-time streaming PM<sub>2.5</sub> sampling units to be deployed and maintained at critical locations throughout New York City to augment our understanding of how levels of pollution vary throughout the day across the City's diverse neighborhoods. The City will continue to invest in its data infrastructure by deploying cutting-edge technologies.

- **RELEASE AND PROMOTE A CITIZEN SCIENCE TOOL KIT**

In 2017, DOHMH collaborated with CUNY Queens College to pilot air-quality monitoring programs with two place-based organizations, and are creating a tool kit for groups to collect data to advocate for resources. The City will release and promote the tool kit among community groups seeking an understanding of air pollution patterns in their neighborhoods, and provide an opportunity for participants to exchange ideas and data, and improve the state of air-quality-related citizen science.

- **ADVANCE CLIMATE LEADERSHIP INITIATIVES WITH HEALTH EQUITY AND AIR QUALITY CO-BENEFITS AS PRIORITIZATION CRITERIA**

DOHMH will continue to provide health impact data and air quality surveillance to support an equity and health-focused implementation of transportation, energy efficiency, and waste programs, including congestion pricing, building energy mandates, and commercial waste zones.

- **ADVOCATE FOR STATE AND FEDERAL REGULATORY REFORMS TO ADDRESS POLLUTION SOURCES BEYOND LOCAL CONTROL**

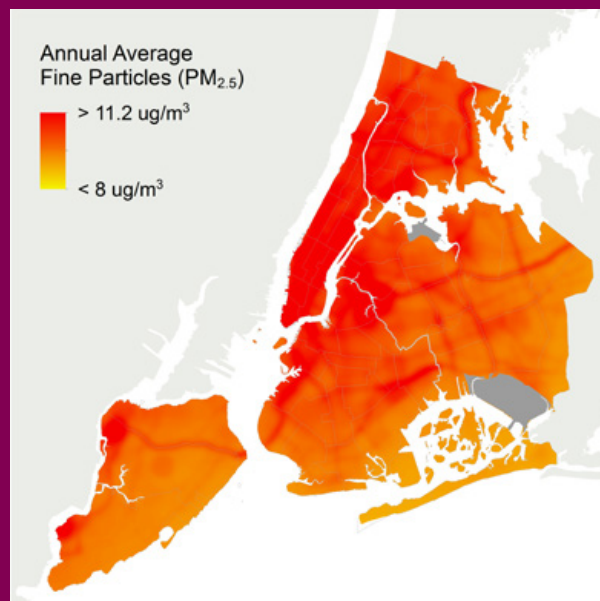
Forty-five percent of fine particulate matter in the city comes from emission sources outside the city. Faced with threatened and actual rollbacks of key environmental protections, New York City will continue to forcefully advocate for State and federal air quality regulations, and document local impacts from deregulation. Similarly, in light of federal assaults on science, the City and other localities must lead the way in air quality and sustainability initiatives, as well as expanded research, collaboration, data sharing, and development of professionals in applied science. The City will continue to advocate for federal regulatory reforms, and has joined seven other states in a lawsuit to force the U.S. Environmental Protection Agency to clamp down on pollution coming from Rustbelt states.

## AIR QUALITY AND HEALTH

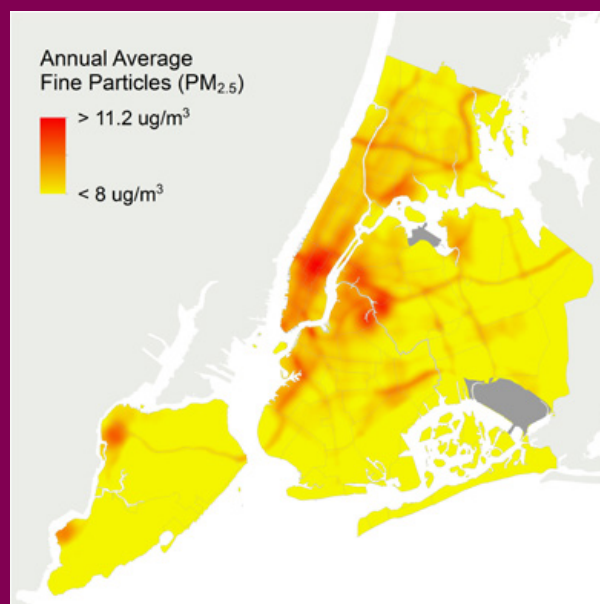
New York City has substantially decreased dangerous PM<sub>2.5</sub> particles over the past decade. As air quality improves, health incidents attributable to the noxious emissions such as heart or lung disease are expected to decline.

Source: DOHMH

2009



2017



## IMPROVE THE QUALITY OF OUR WATERWAYS

New York Harbor is cleaner and healthier today than it has been in more than a century, thanks to the nation's most ambitious green infrastructure program, significant investments into the City's wastewater system, and a steady decrease in water consumption over the past three decades. Today, New Yorkers enjoy more recreational opportunities and the return of wetlands and wondrous aquatic life such as humpback whales, harbor seals, dolphins, and birds, including herons and egrets. And as habitats are restored and oyster populations return, the harbor is better able to filter water and protect coastlines from storms. The City will continue to reduce and prevent pollution to protect the harbor and connected waterways through capital investments, regulation, and partnerships with community groups and industry.

- **EXPAND THE GREEN INFRASTRUCTURE PROGRAM**

Green infrastructure softens the city's built environment, naturally absorbing stormwater and diverting it from the sewers and wastewater treatment plants. The New York City Department of Environmental Protection (DEP) has constructed more than 4,000 green infrastructure assets, including rain gardens and permeable pavers. To further this effort, the City will partner with other City agencies to expand the right-of-way program into medians and other new areas, launch an incentive program for private property, and launch an "Adopt-a-Rain Garden" program. In addition, DEP will expand the Mid-Island Bluebelt (a wetland that receives and filters stormwater) in Staten Island, and explore opportunities to install Bluebelts in other advantageous locations citywide.

- **EXPAND SEWER INFRASTRUCTURE IN UNDERSERVED AREAS**

Some parts of the City lack a completely built-out sewer system and often experience street flooding. In 2015, the City launched an unprecedented investment of \$1.5 billion over 10 years to expand the sewer network in Southeast Queens, which will help mitigate flooding. The City will continue to use this investment to expand access to sewer infrastructure in currently underserved areas.

- **IMPLEMENT WATER RECIRCULATION PROJECTS**

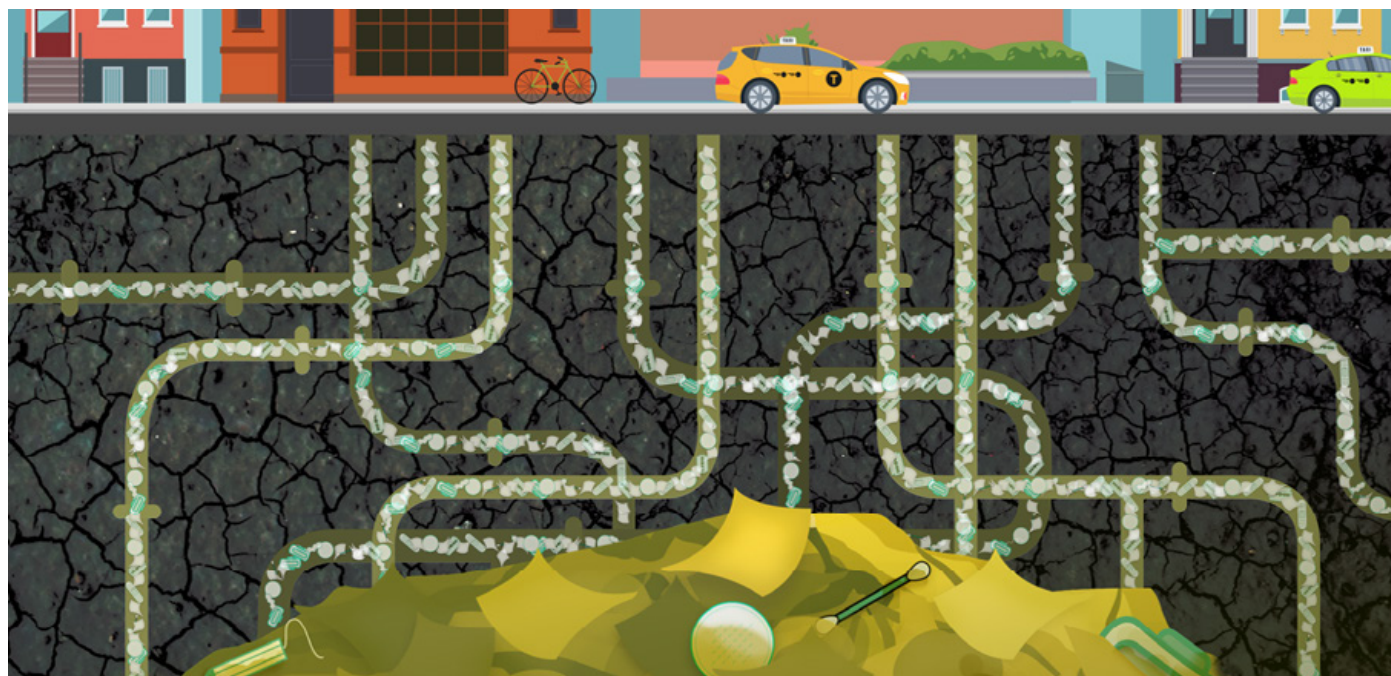
DEP is becoming a leader in resource recovery and an essential partner in the circular economy. Every year, City-owned properties use drinking water for activities wherein recycled water could be used, such as irrigation and refilling lakes inside public parks. To conserve potable water, the City will implement water recirculation projects in Central Park. Projects such as this will encourage large water consumers to substitute at least some of their potable water with recycled water, which will reduce both demand for drinking water resources and water discharged into New York Harbor.

- **REDUCE FLOATABLES IN CITY WATERS**

In early 2019, DEP launched "Fatberg Free NYC" a public awareness campaign to discourage the improper disposal of grease, "flushable" toilet wipes, and other items such as floss and paper towels, called "Trash it. Don't Flush it." Working with local communities, DEP will continue its work to reduce "floatables" through targeted beach and park clean ups, anti-litter advertisements, and a plastic-bag exchange program.

FATBERGS FORM WHEN GREASE, WIPES, AND OTHER STUFF GET FLUSHED, CLOGGING PIPES AND DRAINING WALLETS.

Source: City of New York





## PROTECT, RESTORE, AND CONSERVE THE CITY'S NATURAL ENVIRONMENT

New York City is located in an estuary, where ocean and river meet to create a highly productive ecosystem. While it is not always apparent, the metropolitan area is home to abundant plant and animal life. Yet New York's ecological history is not a simple tale of decline, as evidenced by improving air and water quality and the recent return of wildlife. We must carefully conserve and manage our natural environment to strengthen our region's ecology and cultural heritage. Long-term conservation of our wild natural areas is also an essential part of New York City becoming resilient in the face of climate change. At the same time, we can make these beautiful spaces more accessible for New Yorkers to enjoy.

### • MANAGE AND REVITALIZE NEW YORK CITY'S URBAN FOREST

Our urban forest, composed of trees in streets, parks, and forested areas, offers many benefits for New York City. Trees absorb carbon dioxide and remove air pollutants, lower summertime temperatures, provide shade, and help retain stormwater. To protect, maintain, and enhance the city's tree canopy, the City will continue to implement its Forest Management Framework, a long-term plan to fully support management and restoration efforts in forested natural areas citywide. We will plant street trees in neighborhoods with high vulnerability to heat, and, on streets and in parks, replace trees that die or are downed by extreme weather and pests (see more in *Thriving Neighborhoods*).

### • INCREASE ACCESS TO THE CITY'S NATURAL AREAS

The City will make a concerted effort to make its natural areas more accessible to New Yorkers, beginning with an analysis of impediments and opportunities to experience natural areas that examines factors such as access points, public transit routes, proximity to communities, and trail signage.

The City will also expand environmental education by highlighting the city's diverse ecosystems in school curriculums, and continue to offer Urban Park Ranger programming to connect youth to natural areas through nature-based activities and hikes. We will continue to standardize and improve walking trails in parks with sensitive ecosystems to improve accessibility and reduce environmental impacts. The City will also develop illustrative wayfinding guidance to make natural areas easily navigable and welcoming to diverse audiences.

The City is advancing initiatives to manage, protect, and restore coastal and freshwater wetlands and streams, which provide such benefits as neighborhood cooling, habitat for fish and wildlife, and opportunities for recreation and access to nature. Tibbetts Brook, in particular, represents a great opportunity for the City to restore a vital natural area to greater ecological health while simultaneously providing recreational benefits through a greenway. This conservation and education work is complemented by WildlifeNYC, the City's initiative to raise public awareness about how to safely enjoy — and coexist with — the hundreds of different species that call New York City home.

## NYC NATURE GOALS 2050

**THE NATURAL AREAS CONSERVANCY**, with the NYC Parks Department, convened a coalition of more than 75 organizations from different sectors and disciplines including academia, nonprofits, government, local stewards and environmental justice groups, and the private sector to advance the cause of urban nature in New York City. Over five years, the coalition met frequently to develop shared goals and targets, based on the common belief that urban nature is vital to both our collective wellness and happiness, and the sustainability of our city. The coalition also wrote a Declaration of Rights to New York City Nature: a bill of rights for good local nature. The connective tissue among all the participating organization is five foundational conservation and restoration goals. They include:

- Support for biodiversity and habitat
- Provision and enhancement of clean air and water
- Resilience and protection from coastal storms
- Connectivity for plants and animals
- Inspiration for city residents

To achieve the five principal goals by 2050, the Nature Goals coalition also identified 25 actionable targets to guide conservation efforts in New York City. The overall aim of the coalition is to ensure all New Yorkers experience the benefits of nature in their home city and local community by 2050. To learn more about Nature Goals 2050, please visit: [naturegoals.nyc](https://naturegoals.nyc).



## JAMAICA BAY PARK IMPROVEMENTS PROJECT — BAYSIDE NATURE TRAIL

**THE ROCKAWAY PARKS CONCEPTUAL PLAN**, released in spring 2014, notes the need for completing and improving a bayside nature trail network throughout parks and public land along the Jamaica Bay shoreline on the Rockaway Peninsula. The Bayside Nature Trail provides an opportunity for increased access to public lands and the waterfront, while creating new recreational opportunities for residents and visitors.

In 2018, the Jamaica Bay-Rockaway Parks Conservancy — in partnership with the Department of Parks and Recreation, the New York State Department of Parks, Recreation, and Historic Preservation, and the Natural Areas Conservancy — funded and implemented a project to improve trails in Jamaica Bay Park. This work included the construction of a new bayside walking

trail and improvements to existing trails within the park, along with invasive-plant removal and erosion-control measures. The new trail also linked the City park to the adjacent Bayswater Point State Park, adding 3,000 feet of new trails and forming a contiguous trail network nearly a mile in length. In the coming year, additional restoration work will take place along the shoreline and upland area adjacent to the trail, which will focus on removing invasive plant species and seeding native maritime plants.

The new Jamaica Bay park trail is part of a larger trail network connecting parks and open spaces within Rockaway to one another, allowing for better park and waterfront access for local residents and visitors. The Bayside Nature Trail will increase access to many new or renovated parks across the Rockaway Peninsula, which are funded by over \$100M in FEMA funds following Hurricane Sandy and other local sources.





# THE PATH FORWARD

**TO ACHIEVE OUR GOALS, WE MUST HAVE A PLAN AND HOLD OURSELVES ACCOUNTABLE.** Here, we identify the actions that are necessary to achieve our goals, the owners of each action, and the indicators that will help us measure progress and ensure success. We are also constantly working to raise our ambitions, with several opportunities in the near future to add more detail to select indicators and targets. For further information and a complete set of interim milestones, see our detailed action plans at [nyc.gov/OneNYC](http://nyc.gov/OneNYC).

INITIATIVE #13: GUARANTEE HIGH-QUALITY, AFFORDABLE, AND ACCESSIBLE HEALTH CARE FOR ALL NEW YORKERS		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Guarantee health care for all New Yorkers	H+H	Funded
Improve and modernize primary and specialty health care delivery	H+H	Funded
INDICATORS	LATEST DATA	TARGET
New Yorkers with health insurance	88.2% (2017)	Increase
New Yorkers who enroll in NYC Care	N/A	100K by 2021
New Yorkers that felt they received the medical care they needed in the past 12 months	90% (2017)	Increase

INITIATIVE #14: ADVANCE EQUITY BY ADDRESSING THE HEALTH AND MENTAL HEALTH NEEDS OF ALL COMMUNITIES		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Reduce the leading causes of premature mortality	H+H, DOHMH	Funded
Ensure every New Yorker has access to mental health support	ThriveNYC	Funded
End the opioid epidemic	DOHMH, H+H, NYPD	Funded
Reduce racial and ethnic inequities in both maternal mortality and infant mortality	DOHMH	Funded
INDICATORS	LATEST DATA	TARGET
Adult New Yorkers with raised blood pressure	14.7% (2010)	Reduce by 30% by 2030
Citywide opioid overdose deaths	17.4 per 100,000 (2017)	Reduce by 60% by 2030
Preventable severe maternal morbidity rate	277.8 per 10,000 (2014)	Reduce by 50% by 2030
Infant mortality rate	4.1 per 1,000 (2016)	Reduce by 4% by 2025
Inequity in infant mortality between babies born to Black and White women	3.07 (2016)	Reduce by 8% by 2023
Adults with psychological distress who did not get treatment	23% (2015)	Reduce by 5% by 2025

INITIATIVE #15: MAKE HEALTHY LIFESTYLES EASIER IN ALL NEIGHBORHOODS		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Expand healthy food choices	DOHMH, MOFP	Funded
Create a built environment that encourages physical activity, community building, and better mental health	DOHMH, DDC	Partially Funded
INDICATORS	LATEST DATA	TARGET
New Yorkers eating the recommended number of servings of fruits and vegetables	13.3% (2017)	Increase by 25% by 2035
Adult New Yorkers who exercised in the past 30 days	74.5% (2017)	80% by 2035
New Yorkers in high school who get the recommended level of physical activity	20.8% (2017)	30% by 2035

INITIATIVE #16: DESIGN A PHYSICAL ENVIRONMENT THAT CREATES THE CONDITIONS FOR HEALTH AND WELL-BEING		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Reduce childhood exposure to lead	DOHMH	Funded
Expand heat-health programming and education	DOHMH	Funded
Advance equitable improvements in air quality	DEP, DOHMH, DOT, DCAS	Funded
Improve the quality of our waterways	DEP	Funded
Protect, restore, and conserve the City's natural environment	DPR	Partially Funded
INDICATORS	LATEST DATA	TARGET
Street segments with recurring confirmed sewer backup in the last 12 months	0.3%	0.6%
Citywide NO <sub>2</sub> levels	17.8 parts per billion (2017)	Reduce 25% by 2030 (relative to 2018)
Disparity in black carbon across city neighborhoods	3 (2017)	Reduce 25% by 2030 (relative to 2017)
Citywide 3-year average PM <sub>2.5</sub> levels from internal and external sources	7.85 µg/m <sup>3</sup> (2017)	Decrease
Combined sewer overflow capture rate	79% (2017)	Increase

For more information on the funding status of OneNYC initiatives, please see the City of New York Fiscal Year 2020 Executive Budget and Ten-Year Capital Strategy





# WHAT YOU CAN DO

**BUILDING A STRONG AND FAIR CITY WILL REQUIRE THE HELP AND SUPPORT OF ALL NEW YORKERS. HERE ARE A FEW EASY STEPS YOU CAN TAKE:**

## 1

**SIGN UP FOR HEALTH INSURANCE.** Receive free health insurance enrollment assistance from GetCoveredNYC, New York City's official outreach and enrollment program. You or someone you know may qualify year-round for low-or-no-cost options, including Medicare, Medicaid, and NYC Care.

## 2

**COMMIT TO A HEALTHIER DIET.** Get Health Bucks to buy fresh fruits and vegetables when using SNAP benefits on an EBT card at farmers markets. Enroll in Pharmacy to Farm Prescriptions and get Health Bucks when you fill a prescription for blood pressure medication at a participating pharmacy.

## 3

**PROMOTE MENTAL HEALTH AWARENESS** and reduce stigma. Attend a free eight-hour mental health first aid training or schedule a course for your community or organization through ThriveNYC. You'll receive a three-year certification in mental health first aid and learn how to recognize early signs and symptoms of mental illness and substance misuse, listen without judgment, and respond to someone in distress until they are able to receive professional care. Help reduce stigma and connect your fellow New Yorkers with the care they need.

## 4

**EXPLORE NATURE** New York's urban forests, streams, and wildlife are often just a subway ride away. Spot rare birds and catch great views at the Jamaica Bay Wildlife Refuge, or enjoy a brief hike in Central Park's North Woods, or Prospect Park's The Ravine.

For more ways you can get involved, visit **NYC.GOV/OneNYC**.  
Share your story of taking action on social media and tag us at **#OneNYC**.





**THE CITY OF NEW YORK**  
**MAYOR BILL DE BLASIO**

DEAN FULEIHAN  
FIRST DEPUTY MAYOR

DOMINIC WILLIAMS  
CHIEF POLICY ADVISOR

DANIEL A. ZARRILLI  
OneNYC DIRECTOR

# OneNYC

Learn more about how we are building a  
strong and fair city: **NYC.GOV/OneNYC**



Join the conversation on social media  
and tag us at **#OneNYC**



**OneNYC 2050**

**BUILDING A STRONG AND FAIR CITY**

# **EQUITY AND EXCELLENCE IN EDUCATION**

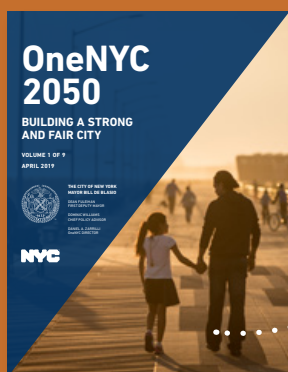
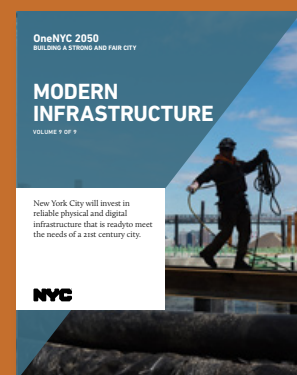
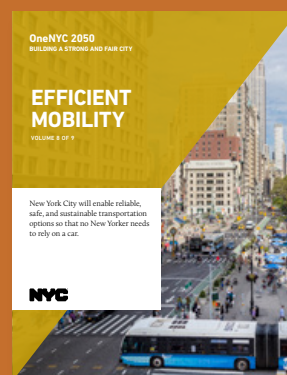
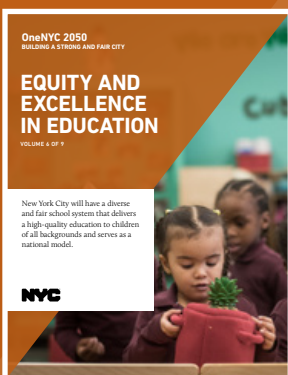
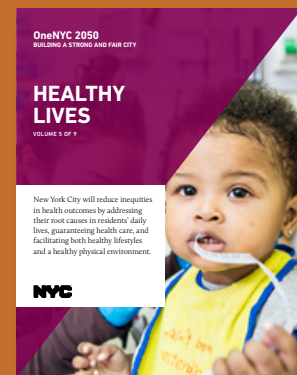
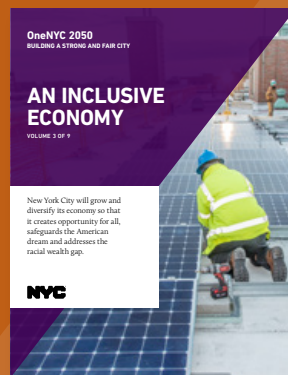
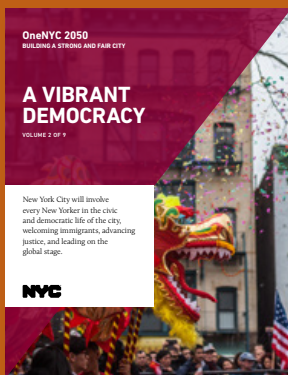
**VOLUME 6 OF 9**

New York City will have a diverse and fair school system that delivers a high-quality education to children of all backgrounds and serves as a national model.





# ONENYC 2050 IS A STRATEGY TO SECURE OUR CITY'S FUTURE AGAINST THE CHALLENGES OF TODAY AND TOMORROW. WITH BOLD ACTIONS TO CONFRONT OUR CLIMATE CRISIS, ACHIEVE EQUITY, AND STRENGTHEN OUR DEMOCRACY, WE ARE BUILDING A STRONG AND FAIR CITY. JOIN US.



Learn more about how we are building a strong and fair city:  
**NYC.GOV/OneNYC**

Join the conversation on social media and tag us at **#OneNYC**

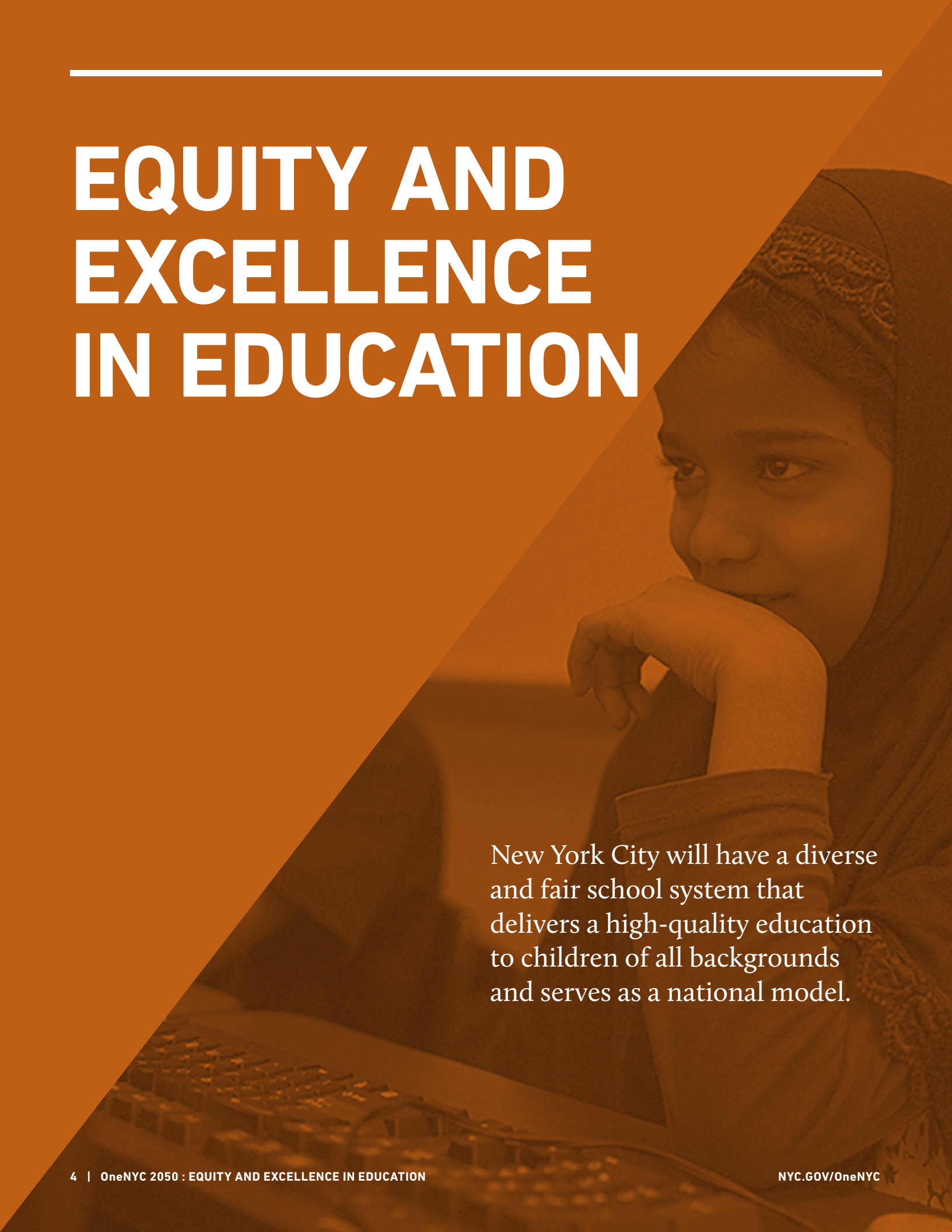
## OneNYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES TO SECURE OUR CITY'S FUTURE.

A VIBRANT DEMOCRACY	1. Empower all New Yorkers to participate in our democracy
	2. Welcome new New Yorkers from around the world and involve them fully in civic life
	3. Promote justice and equal rights, and build trust between New Yorkers and government
	4. Promote democracy and civic innovation on the global stage
AN INCLUSIVE ECONOMY	5. Grow the economy with good-paying jobs and prepare New Yorkers to fill them
	6. Provide economic security for all through fair wages and expanded benefits
	7. Expand the voice, ownership, and decision-making power of workers and communities
THRIVING NEIGHBORHOODS	8. Strengthen the City's fiscal health to meet current and future needs
	9. Ensure all New Yorkers have access to safe, secure, and affordable housing
	10. Ensure all New Yorkers have access to neighborhood open spaces and cultural resources
	11. Advance shared responsibility for community safety and promote neighborhood policing
HEALTHY LIVES	12. Promote place-based community planning and strategies
	13. Guarantee high-quality, affordable, and accessible health care for all New Yorkers
	14. Advance equity by addressing the health and mental health needs of all communities
	15. Make healthy lifestyles easier in all neighborhoods
	16. Design a physical environment that creates the conditions for health and well-being
EQUITY AND EXCELLENCE IN EDUCATION	17. Make New York City a leading national model for early childhood education
	18. Advance equity in K-12 opportunity and achievement
	19. Increase integration, diversity, and inclusion in New York City schools
A LIVABLE CLIMATE	20. Achieve carbon neutrality and 100 percent clean electricity
	21. Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient
	22. Create economic opportunities for all New Yorkers through climate action
EFFICIENT MOBILITY	23. Fight for climate accountability and justice
	24. Modernize New York City's mass transit networks
	25. Ensure New York City's streets are safe and accessible
	26. Reduce congestion and emissions
MODERN INFRASTRUCTURE	27. Strengthen connections to the region and the world
	28. Make forward-thinking investments in core physical infrastructure and hazard mitigation
	29. Improve digital infrastructure to meet the needs of the 21st century
	30. Implement best practices for asset maintenance and capital project delivery



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# EQUITY AND EXCELLENCE IN EDUCATION



New York City will have a diverse and fair school system that delivers a high-quality education to children of all backgrounds and serves as a national model.

**THE SCHOOL CLASSROOM IS A CORNERSTONE OF OUR SOCIETY AND AN ESSENTIAL COMPONENT FOR CREATING THE NEXT GENERATION OF COMPASSIONATE, CONSIDERATE, AND CARING ADULTS. SCHOOL IS WHERE STUDENTS FIRST LEARN THEY ARE POWERFUL, THEIR THOUGHTS HAVE VALUE, AND THEIR LIVES MATTER.**

Our City has made great strides towards providing an excellent education for all New York City children. More children than ever are enrolled in our Universal Pre-K programs. A more diverse group of students are having conversations about college and accessing high-level college-preparatory coursework. And our high school on-time graduation rates are at a record high.

Still, our school system faces challenges. An elementary school student with limited access to a wide vocabulary at home struggles to read at grade level. A child who could benefit from a free 3-K pro-

gram cannot find an available seat in their neighborhood. A student at a high school without access to restorative practices is removed from class and misses key instructional time.

Not all of our classrooms are created or valued equally. Inequities exist in the way resources are distributed to some classrooms. Further, New Yorkers’ opinions about a school are often informed by where a school is located or the demographics of the students in that school. As a result, many schools that are located in or serve students who come from historically underserved communities are unfairly written off as lacking, while schools in middle to upper income, white communities are perceived to be of high quality. The reality is excellent schools with dedicated staff exist in all of our communities.

OneNYC 2050 lays out a strategy to continue our City’s work of building a school system that ensures students in every borough, district, neighborhood, and school have the tools they need to achieve their dreams. In this plan, we formulate policies based on our understanding that excellence is more than a goal, it is the birthright of every child in our city. OneNYC 2050 lays out our commitment to doing the hard work that truly delivers the promise that every child, no matter who their parents are or what zip code they live in, deserves an excellent education.

**INDICATORS**

NEW YORK CITY WILL MEASURE PROGRESS BY TRACKING THE FOLLOWING INDICATORS:

INDICATOR	LATEST DATA	TARGET
CHILDREN WITH ACCESS TO 3-K	~5,000 (2018)	100%
LITERACY BY SECOND GRADE (THIRD GRADE ELA AS PROXY)	50.6% (2018)	100% BY 2026
NEW YORKERS WHO GRADUATE ON TIME	75.9% (2018)	84% BY 2026
TEACHERS WHO RECEIVE IMPLICIT BIAS TRAINING	10,000 (2018)	ALL



## CONTEXT

**THE NEW YORK CITY SCHOOL SYSTEM IS THE LARGEST IN THE COUNTRY, WITH MORE THAN ONE MILLION STUDENTS IN MORE THAN 1,800 SCHOOLS.** This sprawling system includes many outstanding schools that for decades have provided a springboard for students' self-actualization and social mobility. However, the legacy of government-facilitated housing segregation has created a system wherein too many of our neighborhood schools are socio-economically, academically, and racially segregated.

This segregated system, together with both underinvestment in the city's communities of color and academic screens historically rooted in excluding entire populations of students, has led to stark inequities in our public schools. Neighborhoods with large numbers of students of color (especially those with disabilities) and low-income families have borne the disproportionate burden of punitive suspension and disciplinary practices, inadequate learning facilities, and limited access to advanced placement (AP) courses.

Ensuring every child has access to an excellent school requires a commitment to addressing the root causes of inequality, while redoubling our efforts to ensure every New York City child has access to the resources they need to thrive from birth until graduation.



The Sustainable Development Goals (SDGs) are the global blueprint adopted by all countries at the United Nations to achieve a better and more sustainable future for all, encompassing strategies to end poverty, improve health and education, reduce inequality, spur economic growth, and tackle climate change. By demonstrating directly how OneNYC 2050 aligns with the SDGs, we strengthen our efforts to build a strong and fair city. Our goal to achieve Equity and Excellence in Education supports the following SDGs:



Learn more about the SDGs online at: [sustainabledevelopment.un.org/sdgs](https://sustainabledevelopment.un.org/sdgs)

## PROGRESS

**NEW YORK CITY'S PUBLIC SCHOOL SYSTEM HAS MADE SUBSTANTIAL PROGRESS SINCE 2002, WHEN THE STATE LEGISLATURE ENACTED MAYORAL ACCOUNTABILITY OVER CITY EDUCATION.** The shift away from the prior system — which was bankrupt and devoid of an overarching vision — to one focused on what is actually best for all kids, has led to more investment, equity-focused policies, and positive momentum toward expanding educational opportunities and improving outcomes. In addition, to improve the way it works with students, parents, and communities, the Department of Education (DOE) has realigned its structure, bringing leadership in closer contact with students and teachers, and establishing clear lines of communication and accountability.

Since Pre-K for All launched in 2014, the City has more than tripled the number of children in free, full-day, high-quality pre-K, with nearly 70,000 four-year-olds enrolled today, compared with 19,000 in 2014. Today, after starting in two districts, 3-K for All provides free, full-day, high-quality early childhood education to more than 5,000 three-year-olds in six districts in New York City. We are outpacing our rollout schedule, with as many as 20,000 three-year-olds expected to be enrolled in 14 districts within all five boroughs by 2020. We continue to expand access to bilingual and dual-language programs, career and technical education, sports programs, and postsecondary opportunities as we develop holistic approaches to improve the way we teach all learners. Suspensions are down across the board. In 2018, we saw the highest-ever number of New York City students taking and passing AP exams, with more than a 10 percent jump in students taking — and students passing — at least one AP course over the previous year.

Seventy-six percent of students graduated high school in 2018, the highest rate in the city's history, and we are well on our way to exceeding the original target of 80 percent by 2026. In fact, we will raise the target to 84 percent by 2026, in line with the national high school graduation average of 84.6 percent. At 7.5 percent, the class of 2018 also had the lowest dropout rate of any class since New York State started keeping records.

We are increasing college readiness, with 70 percent of students today prepared for higher education, compared with just 47 percent five years ago, and nearly 60 percent of the class of 2017 (around 45,000 students) having enrolled in college. Overall, the baseline experience of what it means to be educated in New York City has increased dramatically, with more low-income students of color offered opportunities long enjoyed by their more financially well-off peers. Today, every student has access to more educational opportunities than those of a generation ago — from birth to high school graduation.

## WHAT WE WILL DO

**STILL, THERE IS MUCH WORK TO BE DONE.** While English language arts and math test scores have improved, disparities in performance across racial lines remain. Though the graduation gap between black and Hispanic students and their peers continues to narrow, it remains far too wide. For black students, the gap narrowed from 17 percent in 2014 to 12 percent in 2018 compared with white peers. For Hispanic students, the gap narrowed from 19 percent in 2014 to 14 percent in 2018 compared with their white peers. Overall, gaps in student outcomes from graduation rates to test scores correlate too closely to race/ethnicity, disability, socioeconomic status, and language. We continue to work toward a future when these gaps no longer exist.

We must view every school, no matter what community it is in or what kinds of students it serves, as a place where all students can and will succeed. To remake our school system around this vision, we will focus on expanding early childhood development programs, achieving the highest on-time high school graduation rates in line with the national average, improving college readiness, and, by 2026, achieving universal literacy by the second grade. OneNYC 2050 is a blueprint for every student to achieve equity and excellence in education in every neighborhood — and at every level — so they are ready to succeed in the 21<sup>st</sup> century.

*“Zip codes should not determine educational attainment.”*

- Resident of Kingsbridge Heights, Bronx



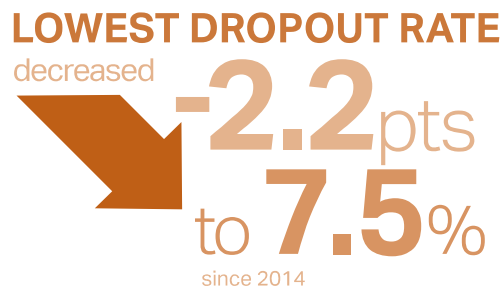
## WHAT WE HEARD FROM NEW YORKERS

**THIRTY-EIGHT PERCENT OF THE MORE THAN 14,000 NEW YORKERS WHO RESPONDED TO OUR CITYWIDE SURVEY SELECTED EDUCATION AS ONE OF THE GREATEST CHALLENGES FACING OUR CITY.** Their priorities included increasing public school funding and educational equity, adapting curriculums to support job opportunities, offering more AP and gifted and talented education program options, and increasing support staff for teachers and students while decreasing classroom size. As one respondent said, “Environmental stewardship/sustainability should be an integrated part of education from kindergarten and up.” Another shared, “Vocational schooling within the high school system is important for those that will work right after graduation. College is not affordable or the right fit for everyone.” Another advocated, “All of our schools should have advanced classes, such as gifted programs, so that families will be more willing to stay in their zoned schools.” Finally, a respondent called for “more focus on student well-being” through increased support staff.



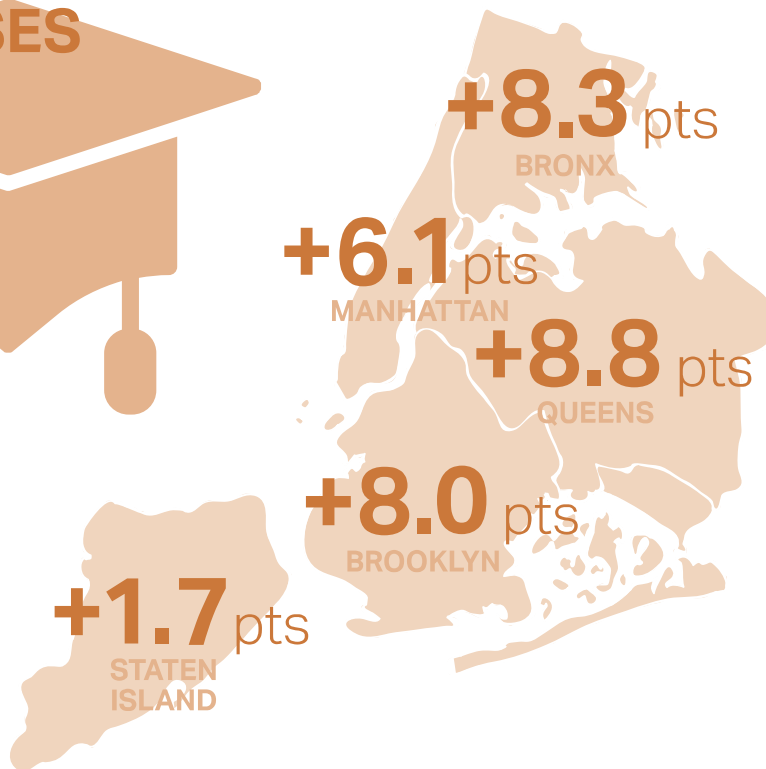
New York City has made strong progress in education since 2014.

Source: DOE

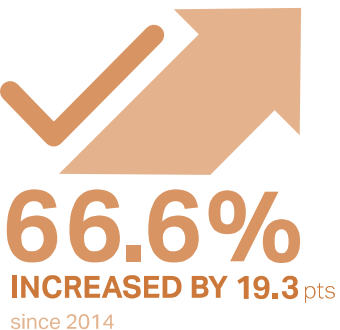


## GRADUATION RATE INCREASES

since 2014



## COLLEGE READINESS



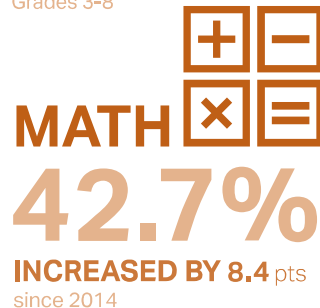
**+8.0 pts**



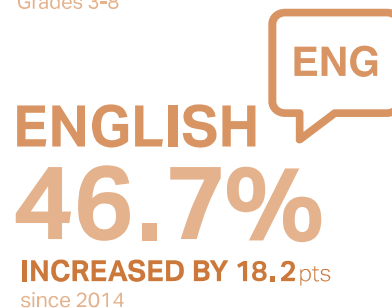
## COLLEGE ENROLLMENT

**PROFICIENCY**

Grades 3-8



Grades 3-8



# INITIATIVE 17 OF 30

## MAKE NEW YORK CITY A LEADING NATIONAL MODEL FOR EARLY CHILDHOOD EDUCATION

**THE EARLIEST YEARS OF A CHILD’S LIFE ARE CRITICAL TO ENSURING ACADEMIC SUCCESS LATER ON.** But lack of access to robust and comprehensive early education in New York City resulted in a fractured system in which only families with sufficient financial resources and those with a low-enough income to qualify for free programming had access to early childhood education. We are disrupting these entrenched inequities by expanding developmental services, guaranteeing early childhood learning through our universal pre-K and expanded 3-K programs, and investing in achieving universal literacy by second grade. We will ensure all children, regardless of family income, get a strong start in their educational journey.

### **ENSURE ALL ELIGIBLE CHILDREN AGES BIRTH TO THREE-YEARS-OLD HAVE ACCESS TO DEVELOPMENTAL SERVICES**

The earlier children with developmental delays or disabilities receive services, the faster we can identify their individual needs and create a targeted plan to ensure they stay aligned with their peers and on track for academic success. The New York City Early Intervention (EI) Program provides developmental services to nearly 30,000 children from birth to three-years-old each year, at no direct cost to families. Yet not all communities access EI services at the same rate, due in part to the stigma attached to developmental delays and disabilities. To close this gap, we will conduct outreach and education to strengthen relationships with community partners and engage populations that use EI services at a lower rate, with the goal of enrolling a total of 1,500 additional children from zip codes with referral rates lower than the city average.

- **INCREASE COMMUNITY AWARENESS OF EARLY CHILDHOOD DEVELOPMENT AND THE EARLY INTERVENTION PROGRAM TO DIMINISH STIGMA**

The Department of Health and Mental Hygiene (DOHMH) will engage 5,000 community members per year to introduce the EI Program to parents, with the goal of overcoming the stigma associated with developmental delays and disabilities. DOHMH will provide information and training in small community venues, and participate in place-based problem-solving and other neighborhood initiatives related to early childhood development.

- **INCREASE REFERRALS FROM PEDIATRICIANS**

DOHMH will engage the pediatric community to increase awareness of conditions that make children eligible for EI services, how children can enter EI, and the role pediatricians play while children are in these programs. We will distribute 700 clinician tool kits and partner with pediatric residency programs and practices serving children in neighborhoods with low rates of referral to the EI Program.

- **INCREASE REFERRALS FROM CHILDCARE PROVIDERS**

DOHMH will distribute 1,000 childcare tool kits and conduct outreach to childcare centers in neighborhoods with low rates of referral to the EI Program. The tool kits and outreach will focus on understanding both typical and atypical child development, communication with families regarding developmental concerns, and referral to the program. DOHMH will also distribute a video showing how childcare providers can observe and document children’s development, discuss their concerns with parents, and make referrals.



## EARLY INTERVENTION PROGRAM

The New York City Early Intervention program provides developmental services to nearly 30,000 children from birth to age three each year.



## EXPAND 3-K FOR ALL TO MORE THAN ONE-THIRD OF ALL SCHOOL DISTRICTS BY THE END OF THE 2020 SCHOOL YEAR

There is extensive research supporting the transformative value of free, full-day, high-quality 3-K to improve academic and social outcomes. To achieve the vision of 3-K for All citywide, we will need additional support from partners in the State and Federal governments, as the cost of scaling up the program will be approximately \$200 million. This is a small price to pay for \$10,000 in annual childcare savings for parents, and the invaluable gains that come from students starting on a level playing field as they enter kindergarten. In the meantime, we are working toward aligning our early childhood curriculums, integrating data collection, and providing a seamless connection to K-12 education.

Along with our 3-K for All efforts, we are also working toward transferring all EarlyLearn programming (which provides free or low-cost full-day, full-year childcare and education for children ages six weeks to four-years-old) from the Administration for Children's Services (ACS) to DOE to create a unified education system under one department that meets the educational needs of all our children, from birth to graduation.

## OFFER TRAINING FOR HOME-BASED CHILDCARE PROVIDERS

Family childcare is a critical component of the early childhood system in New York City, serving thousands of infants, toddlers, and preschool-aged children every year. Through the EarlyLearn system, ACS supports about 1,600 family childcare providers accessed by low-income families that otherwise would not be able to afford high-quality care. As the City prepares to transition the EarlyLearn system from ACS to DOE in July 2019, family childcare remains a critical part of this effort.

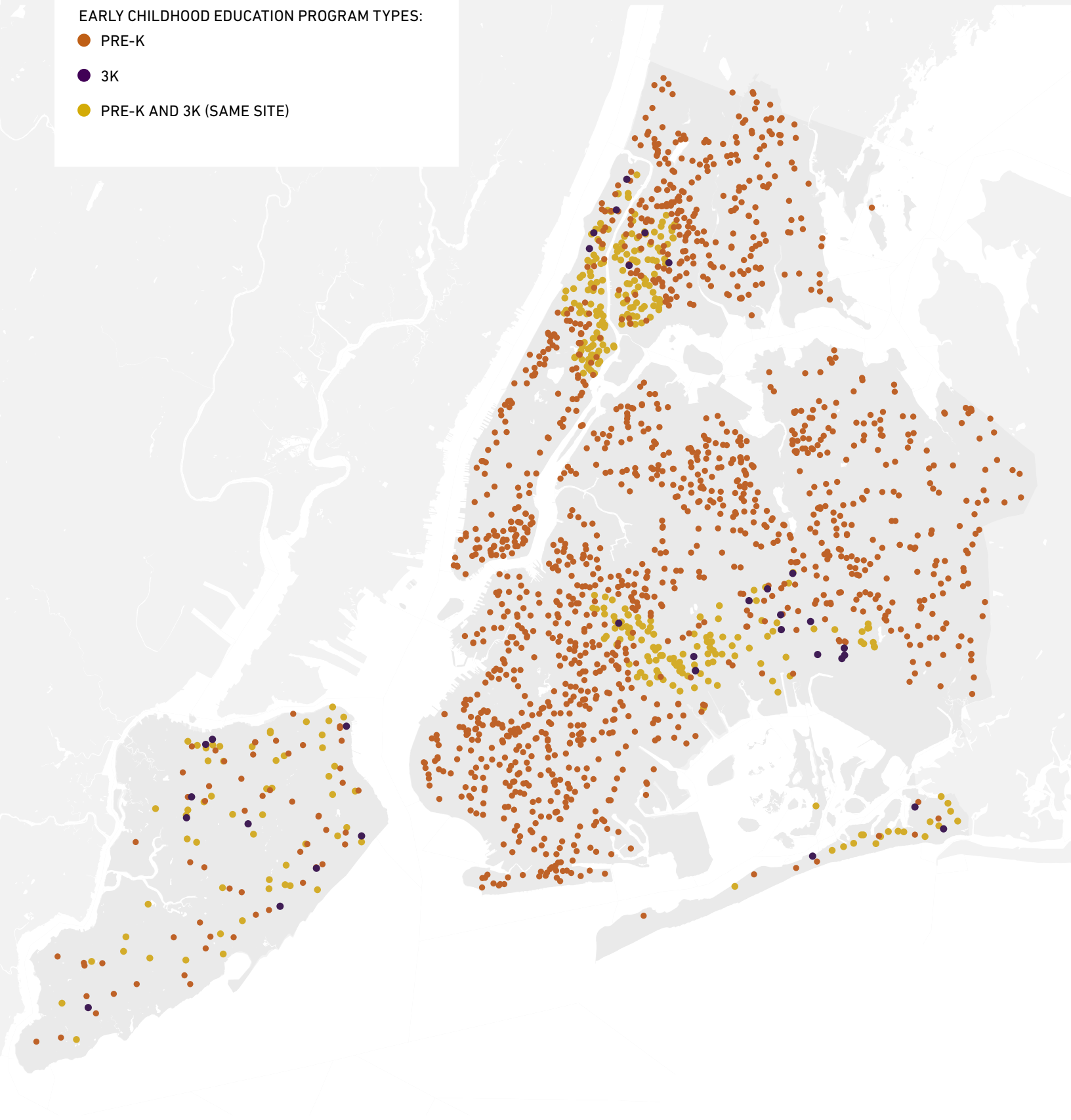
Over the next few years, DOE will build out its support structure to ensure family childcare providers receive the resources they need to provide a high-quality, developmentally appropriate education that is also sensitive to the different languages and cultural diversity of the students they serve. DOE will support family childcare providers and offer expertise in areas including infant and early childhood education, mental health, special education, and family and community engagement. In so doing, we will ensure families and their young children from all socioeconomic backgrounds are able to enjoy the stability, benefits, and educational gains from home-based, trained childcare.

More children than ever have access to early childhood education.

Source: DOE

EARLY CHILDHOOD EDUCATION PROGRAM TYPES:

- PRE-K
- 3K
- PRE-K AND 3K (SAME SITE)





EARLYLEARN NYC IS FREE OR LOW-COST CHILD CARE AND EDUCATION FOR CHILDREN FROM SIX WEEKS TO FOUR YEARS OLD.

Source: DOE

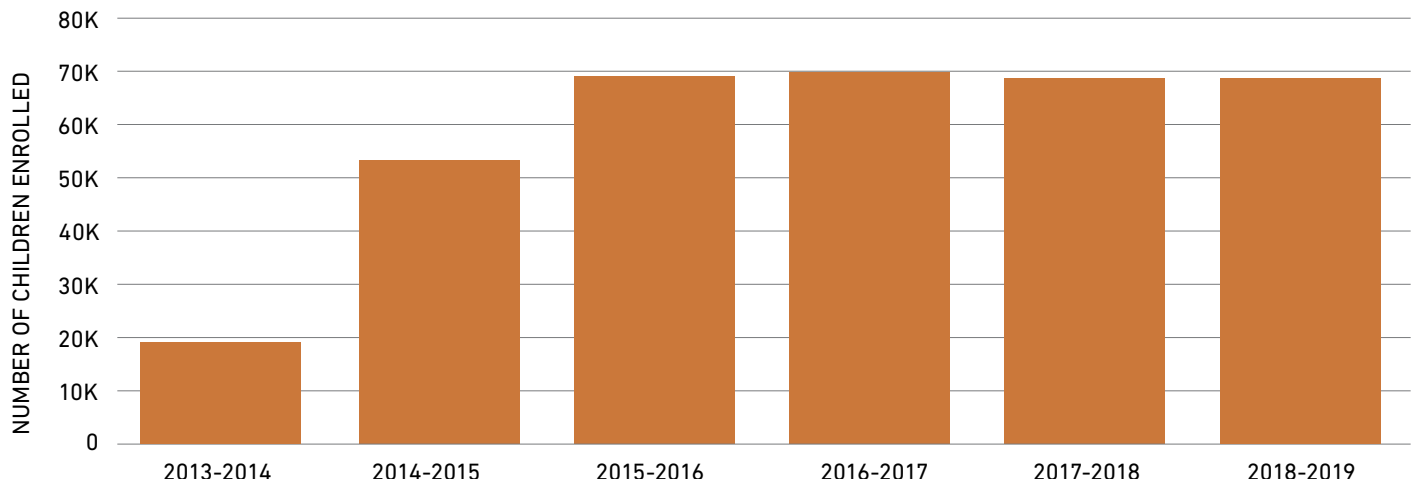
## ACHIEVE UNIVERSAL LITERACY BY SECOND GRADE

Reading is a critical tool for ensuring both a child's academic success across all subjects and ability to thrive in all aspects of life. The Universal Literacy Program, launched in 2016, deploys reading coaches to schools to work with kindergarten to second-grade teachers to improve student literacy. The program is particularly important for students who have less exposure to books or a wide range of words while outside of school. The goal is to have at least two-thirds of all second graders reading proficiently by the end of the 2022 school year, and all second graders reading at grade level by 2026.

In 2018, the Universal Literacy Program met its first benchmark: providing a literacy coach or other support to each of the 792 New York City elementary schools. This benchmark includes approximately 400 universal literacy reading coaches serving elementary schools citywide. Going forward, we will provide every school with dedicated literacy support for grades K-12. This will also support children who speak a language other than English at home or who face reading delays.

All New York City children have access to Pre-K.

Source: DOE



## OFFER FREE, FULL-DAY, HIGH-QUALITY PRE-KINDERGARTEN FOR EVERY FOUR YEAR-OLD

Pre-K for All brings free, full-day, high-quality pre-K to every four-year-old in New York City, helping prepare them for kindergarten, and giving them a strong start in school and life. Pre-K for All classrooms are full of joy and discovery as children learn to problem-solve, ask questions, and explore the world around them.

The expansion of the program has focused not only on increasing access, but also on investing in quality instruction and family engagement. Enrollment is strong across every community, with strong participation among low-income families.

**2.5x MORE CHILDREN  
ARE ENROLLED IN PRE-K  
TODAY THAN IN THE 2013-  
2014 SCHOOL YEAR**





PRE-K STUDENTS AT P.S. 323 IN BROOKLYN.

Source: Michael Appleton/Mayoral Photography Office

## PRE-K FOR ALL

**IN 2013, DOE ENROLLED JUST 19,000 STUDENTS IN PRE-KINDERGARTEN. TODAY, NEARLY 70,000 STUDENTS ARE ENROLLED IN PRE-K, AND MORE THAN 94 PERCENT OF THESE PROGRAMS MEET OR EXCEED THE QUALITY THRESHOLD SET BY THE CITY.**

Pre-K for All gives children stronger math and reading skills in elementary school and a better chance at success in life. Studies show early childhood education improves performance throughout a child's school experience. This extra year of learning is an essential part of the Equity and Excellence for All vision to deliver a high-quality education to all students, and prepare them for success.

Children are inquisitive, curious, and eager to learn at a young age. Early education programs are a unique opportunity for learning, particularly with 85 percent of brain growth occurring before the age of five. Studies also reveal pre-K provides children with stronger math, language, and reading skills, and a better foundation for success in life. Free, full-day pre-K also saves families money and provides more time to work.

Early education is the foundation for future success in school and beyond — and is why Mayor de Blasio has worked tirelessly to provide this strong foundation to every four-year-old in New York City. It wasn't easy, and success wasn't guaranteed — but it was the right thing to do, for our kids, and for our future.

## INITIATIVE 18 OF 30

# ADVANCE EQUITY IN K–12 OPPORTUNITY AND ACHIEVEMENT

**WE KNOW THE QUESTION OF WHETHER A SCHOOL IS HIGH QUALITY MISSES A CRITICAL POINT.** All students deserve great schools with excellent facilities, challenging curricula, and trained teachers and staff ready to support them through whatever challenges they face on their journey to graduating from high school. Gaps persist in graduation rates among black and Hispanic students compared with their white peers; far too many schools lack accommodations for students with

disabilities; and lack of access to advanced classes threatens students' preparedness for college. To advance quality and equity in education in all schools, we must focus on improving facilities — adding more seats to relieve overcrowding and improving special facilities for disabled students — and better preparing high schools students for college by expanding algebra, AP, and computer science classes, while providing wraparound services for our most vulnerable students.



HIGH SCHOOL STUDENTS AT SOUTH BRONX PREPARATORY.

Source: Ed Reed, Mayoral Photography Office





## EQUITY AND EXCELLENCE INITIATIVES

**IF WE BELIEVE THE FUTURE OF OUR CITY MUST BE FILLED WITH THE SAME OPPORTUNITY AND PROMISE AS OUR PAST, THEN WE MUST ACT TODAY.** We must act by committing ourselves to equity and excellence. We must act by dismantling systems and structures that perpetuate unequal outcomes and unequal opportunity. We must act by building new systems that level the playing field and ensure all the children of New York City have promising futures.

The story of New York City is one of ever-expanding promise. We know that as we continue to make New York fairer, safer, more welcoming, and more just. As the late U.S. Senator Paul Wellstone said, “We all do better when we all do better.”

So how do we get there?

The vision of Equity and Excellence for All directly addresses the system-wide goals of ensuring students graduate high school ready for college and their career by developing foundational academic skills and creating social-emotional support systems.

We can no longer accept pockets of excellence and pockets of failure. We can no longer blame children or their parents for poor performance. We can no longer use demographic identifiers — such as race, income, and housing — as excuses for low expectations. We call it “Equity and Excellence for All” because we do not believe you can truly have equity without excellence, nor can you have excellence without equity.

Over 1,800 schools have at least one Equity and Excellence program in their building this year. Together, the Equity and Excellence for All initiatives are building a pathway to success in college and careers for all students. Our schools are starting earlier, with free, full-day, high-quality education for three-year-olds and four-year-olds through 3-K for All and Pre-K for All. They are strengthening foundational skills and instruction earlier — such as through universal literacy — so every student reads at grade level by the end of second grade; and they are providing Algebra for All to improve elementary and middle school math instruction and ensure all students complete algebra by the end of ninth grade. They are offering students more challenging, hands-on, college- and career-aligned coursework. For example, Computer Science for All brings 21<sup>st</sup> century computer science instruction to every school, and AP for All will give high school students access to at least five AP courses.

Along the way, our schools are giving students and families additional support through College Access for All, Single Shepherd, and investment in Community Schools.

These initiatives are just the beginning. This administration has partnered with schools on a multitude of programs and initiatives to ensure academic excellence; support every student, family, and school community; and drive innovation. It’s up to schools to do the work, while the role of DOE centrally is to ensure schools have the tools, resources, and knowledge they need to sustain improvement.



## IMPROVE SCHOOL FACILITIES, PARTICULARLY IN HIGH-NEED DISTRICTS

The City's proposed Capital Plan includes investments to improve educational performance, maintain existing facilities in good repair, create nearly 57,000 seats in 89 new facilities, reduce class size, and support removal of transportable classroom units.

One-third of funding targets school facilities, including safety enhancements along with technology and other general improvements to the learning environments. The proposed plan allocates \$750 million to make schools more accessible, which is by far the most ever spent by the City to achieve this goal. The improvements, developed with families and advocates for people with disabilities, will add accessible bathrooms, classrooms, and auditoriums, and offer more opportunities for students with accessibility needs to learn in an equitable environment. We are committed to making one-third of the buildings in every district fully accessible by 2024, and at least 50 percent of our buildings housing elementary school grades fully or partially accessible by 2024.



STUDENTS TAKING A TEST AT EDWARD R. MURROW HIGH SCHOOL IN BROOKLYN.

Source: Kristen Luce for the New York City Mayor's Office

## IMPROVE COLLEGE READINESS BY EXPANDING ALGEBRA, ADVANCED PLACEMENT (AP), AND COMPUTER SCIENCE PROGRAMS

To prepare students for the rigors of higher education and the competitive demands of an ever-changing economy, we must provide access to algebra and AP classes as well as computer science. Algebra is widely recognized as the “gatekeeper” to higher-level math and science courses, and students who pass Algebra I by no later than the end of ninth grade are more likely to graduate from high school as well as college. Classes in computer science are critical to success in nearly all fields, from medicine and technology to the humanities. Providing access to these classes along with AP is especially important for low-income students and students of color who would not otherwise be exposed to college-level coursework. Along with greater preparedness for college-level work, the potential to earn credit toward college courses through qualifying AP test scores gives students a head start in their postsecondary education.

Algebra for All launched in 2016 to improve elementary- and middle-school math instruction and ensure that all students complete Algebra by the end of the ninth grade. The program partners with districts to build teacher capacity in the subject.

AP for All, also launched in 2016, enables every high school student to access a range of AP courses. More than 55,000 students — a record — have already taken at least one AP exam, with increases in every borough and across ethnic groups. AP for All has driven citywide gains in participation and performance, particularly among black and Hispanic students. By fall 2021, students at all high schools will have access to at least five AP classes.

The Computer Science for All initiative, launched in fall 2015, is a public-private partnership to provide every student with a computer science education — including coding, robotics, and web design — in elementary, middle, and high school. Too many students in New York City public schools either lack access to computer science or gain it too late, after biases and stereotypes have formed. Approximately 134,000 students participated in computer science at more than 500 schools in 2017–2018 school year. Seven hundred schools had at least one teacher trained in computer science. More than 5,000 students took an AP computer science exam that year, and some 1,600 teachers have received training over the course of the program. By 2025, all New York City public school students at each school level will receive high-quality computer science education.

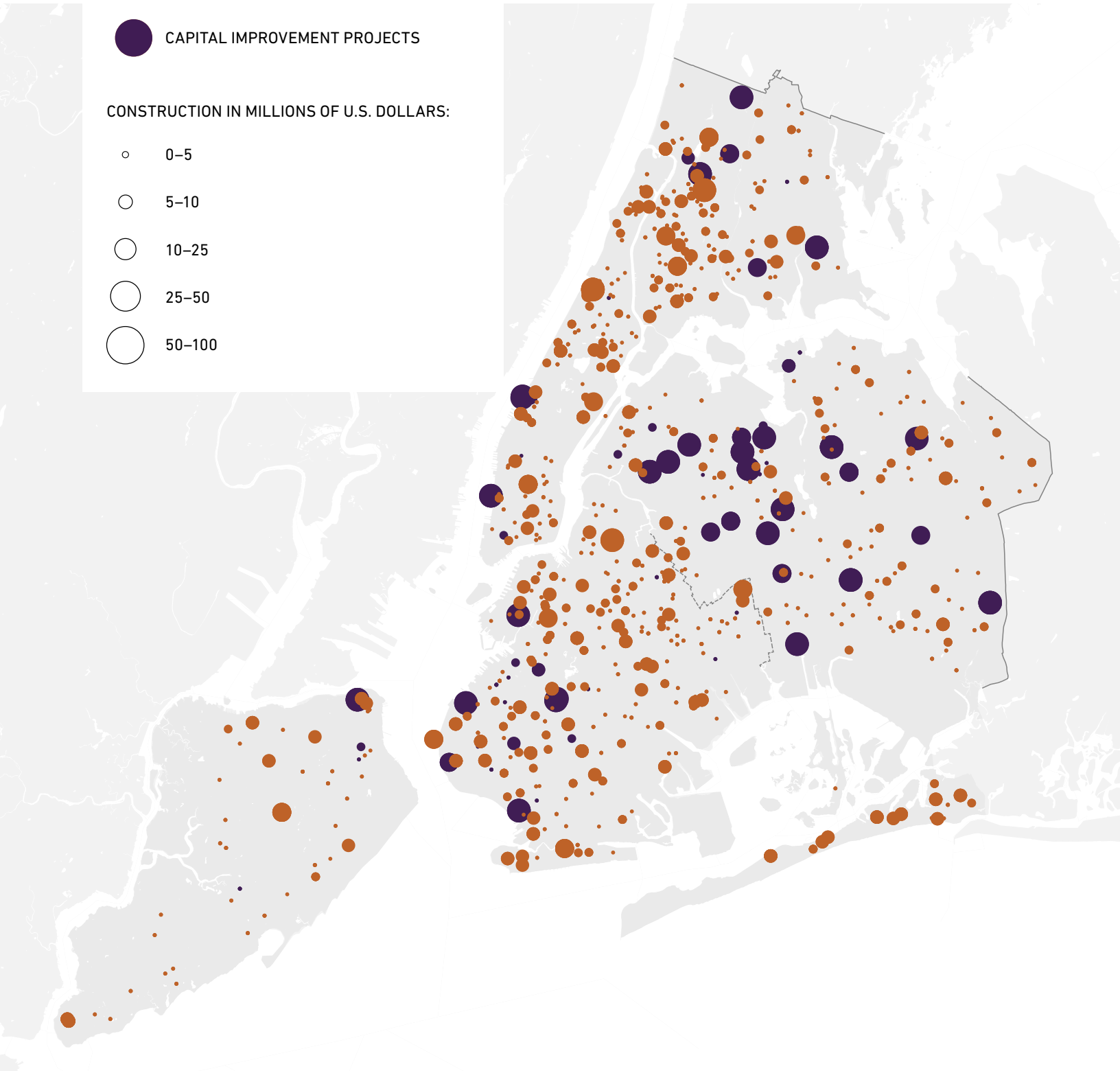
# We are investing citywide to improve school facilities.

Source: SCA, 2017-2018

- NEW SCHOOL PROJECTS
- CAPITAL IMPROVEMENT PROJECTS

CONSTRUCTION IN MILLIONS OF U.S. DOLLARS:

- 0-5
- 5-10
- 10-25
- 25-50
- 50-100





## ELIMINATING CUNY COLLEGE APPLICATION FEES

In 2016, the City eliminated the CUNY application fee for low-income students as part of the College Access for All initiative. A record-high 41,095 New York City public school students applied to CUNY for free last school year, nearly 5,000 more than in the 2016–17 school year and six times more than in the 2015–16 school year.

Eliminating CUNY application fees helped New York City achieve its highest-ever postsecondary enrollment rate when 59 percent of the city's Class of 2017 enrolled in a two- or four-year college, vocational program, or public service program after graduation — up 2 percent from the previous year and 8 percent from the Class of 2013. A record-high 45,115 students in the Class of 2017 enrolled in college, up from 43,466 in the Class of 2016 and 40,641 in the Class of 2013.

Breaking down barriers to college is at the forefront of New York City's Equity and Excellence agenda.

NYC Department of Education

# COLLEGE ACCESS FOR ALL

## STRENGTHEN COLLEGE ACCESS FOR ALL

With more and more jobs requiring at least some form of postsecondary education, it is important that all students have the option to attend college. While New York City students are graduating from high school and enrolling in college in record numbers, many still face a gap when it comes to gaining the language skills and knowledge needed to navigate the college application process successfully. Too often, access to this knowledge depends on family members and friends who are themselves college students, which means students with these experiences have earlier exposure to college compared with those who only learn about it late into high school.

Launched in 2016, the College Access for All initiative is aimed at ensuring every student has the resources and support to apply to and enter college. The program helps students prepare to engage with the college process, starting in middle school with seventh-grade visits to college campuses and going through high school, with support for 12th graders taking SAT exams and filling out college and financial aid applications. In the 2017–2018 school year, 350 middle schools in 22 districts participated in college access programming. In 2018–2019, we provided college access programming to middle schools in every district.

Additionally, starting this school year, every high school will provide resources and support for students to graduate with a college and career plan. The initiative has also eliminated the CUNY college application fee for low-income students, and made the SAT exam available free of charge during the school day for all high school juniors — increasing the number of juniors who took the SAT by 51 percent in 2016–2017.



## SUPPORTING MULTILINGUAL FAMILIES

To reach every New York City student, we must engage every family. Students and their families communicate in more than 180 different languages in New York City. To ensure families are full partners in their child's education, DOE now provides:

- **NATIVE LANGUAGE CONFERENCES:** Students and families participate in a day of workshops and activities presented in ten different languages. Thousands of parents and families in every borough have attended the conferences. Each conference includes an immigration-themed Know Your Rights panel, presented by the Mayor's Office.
- **THE FAMILY ENGLISH INITIATIVE:** The Family English Initiative is a pilot engagement program that is based on a two-generation approach to strengthening language development for K–2 multilingual learners and their families. The Initiative focuses on effective strategies to support language acquisition in and out of school, and includes activities that promote multilingualism and a shared learning experience.

Participating parents will build the skills and confidence needed to become active partners in their child's education.

- **IEP TRANSLATION PILOT PROGRAM:** Launched in the 2018–2019 school year, NYCDOE is conducting a pilot program to provide families in Districts 9, 24, and 75 free translation services for Individualized Education Plans (IEPs).
- **FAMILY AND SCHOOL TRANSLATION SERVICES:** Since 2015, DOE has been providing schools and families with direct access to over-the-phone interpreters on demand. Interpreters are available in more than 200 languages, and serve thousands of families each month. In 2016, DOE created nine new positions to provide leadership and coordination for translation services in each borough and citywide office. Language access coordinators ensure schools are providing parents with full access to translation and interpretation services.

## ENSURE STUDENTS IN TEMPORARY HOUSING RECEIVE THE SUPPORT AND SERVICES THEY NEED TO SUCCEED

Students living in a temporary housing (STH) situation, including shelters or “doubled up” accommodations (i.e., sharing the housing with others due to loss of housing or economic hardship), face extraordinary barriers to go to school. In the 2017–18 school year, there were approximately 105,000 students in temporary housing, including 15,000 in shelters on any given night.

For the students in shelter, DHS has worked to ensure families are placed in shelters that keep children as close as possible to their current school through initial placements and by offering transfers for any family whose shelter unit is more than five miles from the youngest child's school. Currently, 75% of all homeless families without ongoing domestic violence concerns are being sheltered in the borough of their youngest child's school. Each year DHS and DOE coordinate to offer all students in shelter in grades K–6 buses to and from school. For families with older children or who decline buses, DHS and DOE coordinate to distribute MetroCards to help families get their kids to and from school.

For all students in temporary housing, DOE announced an additional \$12 million investment in 2018 to hire approximately 100 school-based STH community coordinators, and expanded professional development opportunities for staff in cooperation with nonprofits and social service agencies.

Oversight of STH was also moved to the Office of Community Schools (OCS), which has a proven track record of supporting vulnerable students and families. Since 2014, OCS has reduced chronic absenteeism in their schools by 8.3 percent, compared with a citywide decrease of 0.1 percent, and has increased high school graduation rates by 16 percent, versus a citywide increase of 7.5 percent.

The additional 100 community coordinators will supplement the 117 family assistants currently staffed in Department of Homeless Services (DHS) shelters to provide enrollment and transportation support.

Additional supports for STH include:

- Expanding professional development opportunities for DOE staff in collaboration with nonprofits and social services agencies.
- Strengthening the leadership and organization overseeing STH resources at the school, shelter, and citywide level.

With these efforts, we will create a stronger support system across agencies and communities to ensure our STH population can break through the barriers that interfere with their education.

# INITIATIVE 19 OF 30

## INCREASE INTEGRATION, DIVERSITY, AND INCLUSION IN NEW YORK CITY SCHOOLS

**OUR SCHOOLS ARE STRONGER WHEN THEY REFLECT THE RACIAL/ETHNIC IDENTITIES AND DIVERSITY OF THOUGHT, BACKGROUNDS, AND EXPERIENCES OF THE COMMUNITIES THEY SERVE.** We have made an effort to diversify our schools, with district-led initiatives currently underway in Districts 1, 3, and 15. However, increasing diversity in schools is not accomplished by simply reconfiguring a school's demographic makeup. A 21<sup>st</sup> century school segregation problem will not be solved with 20<sup>th</sup> century solutions. We must move away from thinking that improving education through integration relies on a one-way stream of students of color being bused into predominantly white neighborhoods, or vice versa.



Source: DOE

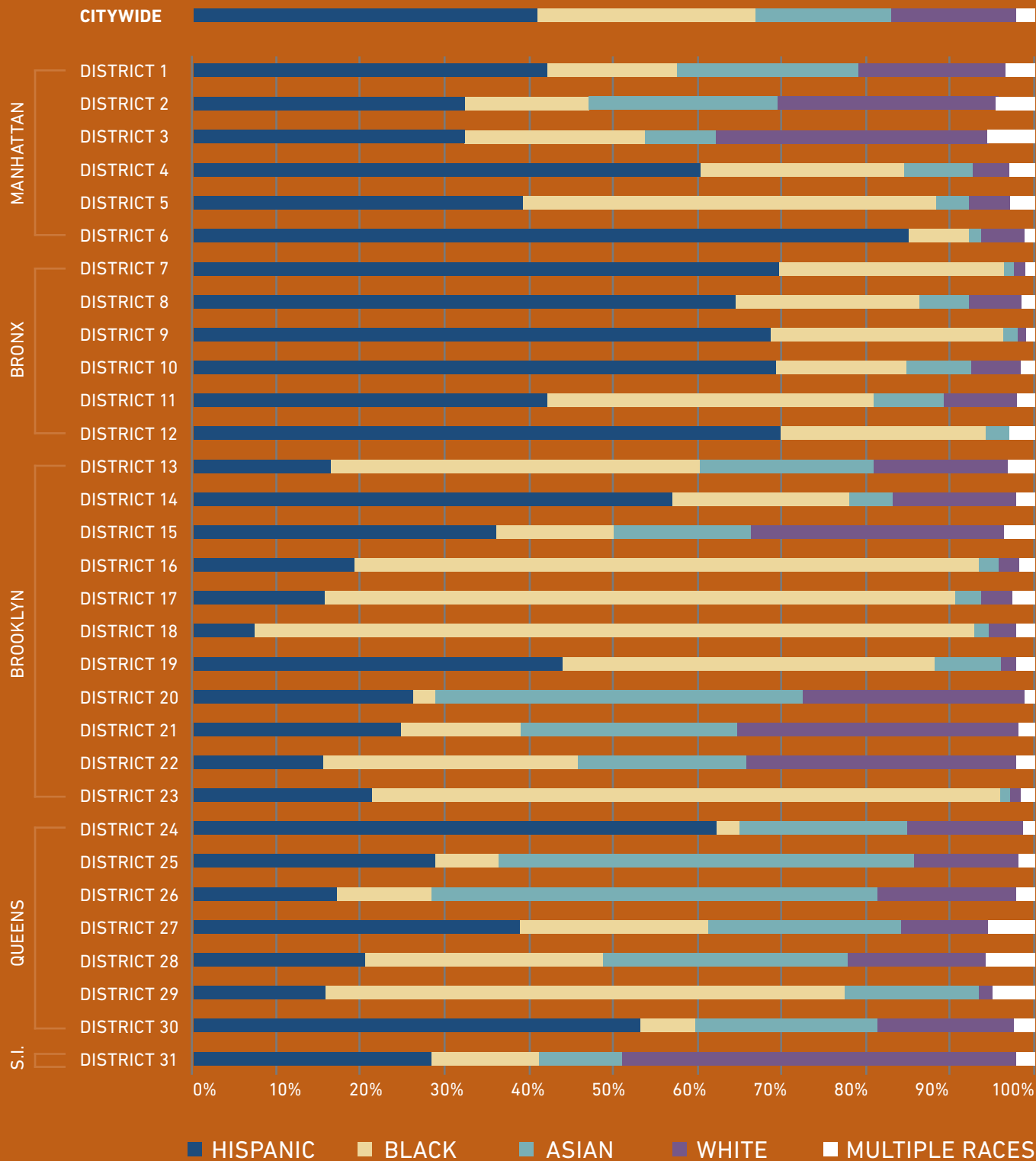
We recognize that creating truly diverse schools requires a long-term reckoning with the history of government-sanctioned redlining and the resulting entrenched housing patterns that determine the makeup of each school's population, as well as improving the learning culture for students of color, ensuring all parts of a student's identity are respected by school staff and reflected in the curriculums. The call for a broader approach to increasing diversity was a key finding by Mayor de Blasio and the School Diversity Advisory Group (SDAG), which formed in 2017, as a part of Equity and Excellence for All, to make policy recommendations to the Mayor and schools chancellor. In line with the report, we also realize the terms "diversity" and "identity" do not simply refer to race. Lesbian, gay, bisexual, transgender, queer, and questioning (LGBTQ) students have historically been underserved in school environments, from un-affirming curriculums to suspensions, biased teachers, and bullying. Our goal is to ensure students of all gender identities and sexual orientations feel equally welcomed at school, respected by their school staff and peers, and have the tools to succeed in the classroom and beyond.

To increase inclusion and diversity, we will expand restorative practices that move away from disproportionate disciplinary action in favor of solutions that overcome conflict through equitable means. We will advance the inclusion of students of all gender identities and sexual orientations through affirming curriculums and anti-violence education. Teachers will be trained in how to create more equitable, culturally responsive curriculums, and confront their own implicit biases. Moreover, we are committed to supporting communities with developing diversity plans that best fit their needs through our school diversity grants programs.

# OUR SCHOOLS ARE DIVERSE YET SEGREGATED.

RACIAL AND ETHNIC MAKEUP OF NEW YORK CITY SCHOOLS, BY COMMUNITY SCHOOL DISTRICT

Source: DOE, 2017-2018





*“We need to add life skills to our education curriculums, so our kids develop the necessary tools to grow up to be responsible for themselves and their communities.”*

– Resident of Chelsea, Manhattan

### **SUPPORT THE CRITICALLY CONSCIOUS EDUCATORS RISING SERIES**

The Critically Conscious Educators Rising Series convenes a group of like-minded educators to focus on the pursuit of equity and racial justice in our classrooms. The group examines internal belief systems and biases, and analyzes equity research to develop culturally responsive lessons and units. Those will be shared at the Decolonizing Education Conference, cosponsored by the Expanded Success Initiative and New York University’s Metropolitan Center for Research on Equity and the Transformation of Schools.

### **EXPAND IMPLICIT-BIAS TRAINING FOR CITY TEACHERS**

Teaching is one of the most important and influential jobs in our society. As such, it is imperative that teachers are aware of their own implicit biases and actively resist the impulse to bring socially constructed prejudices and traditions of inequitable treatment into the classroom. This promotes more caring and compassionate teachers and safer classrooms, facilitates relationship-building between students and teachers, and creates spaces where students can feel safe and take intellectual risks. To that end, the City will invest \$23 million in implicit bias training for all teachers, reaching far beyond just schools with disproportionate suspension and discipline trends.

### **ADVANCE THE DIVERSITY GRANTS PROGRAM**

Because all students benefit from diverse and inclusive schools and classrooms, we are committed to creating and supporting learning environments that reflect the diversity of New York City. Increasing the enrollment of students from varied socioeconomic and racial/ethnic backgrounds in demographically homogeneous schools is an important part of our commitment to diversity. While this alone is not sufficient to achieve an inclusive school

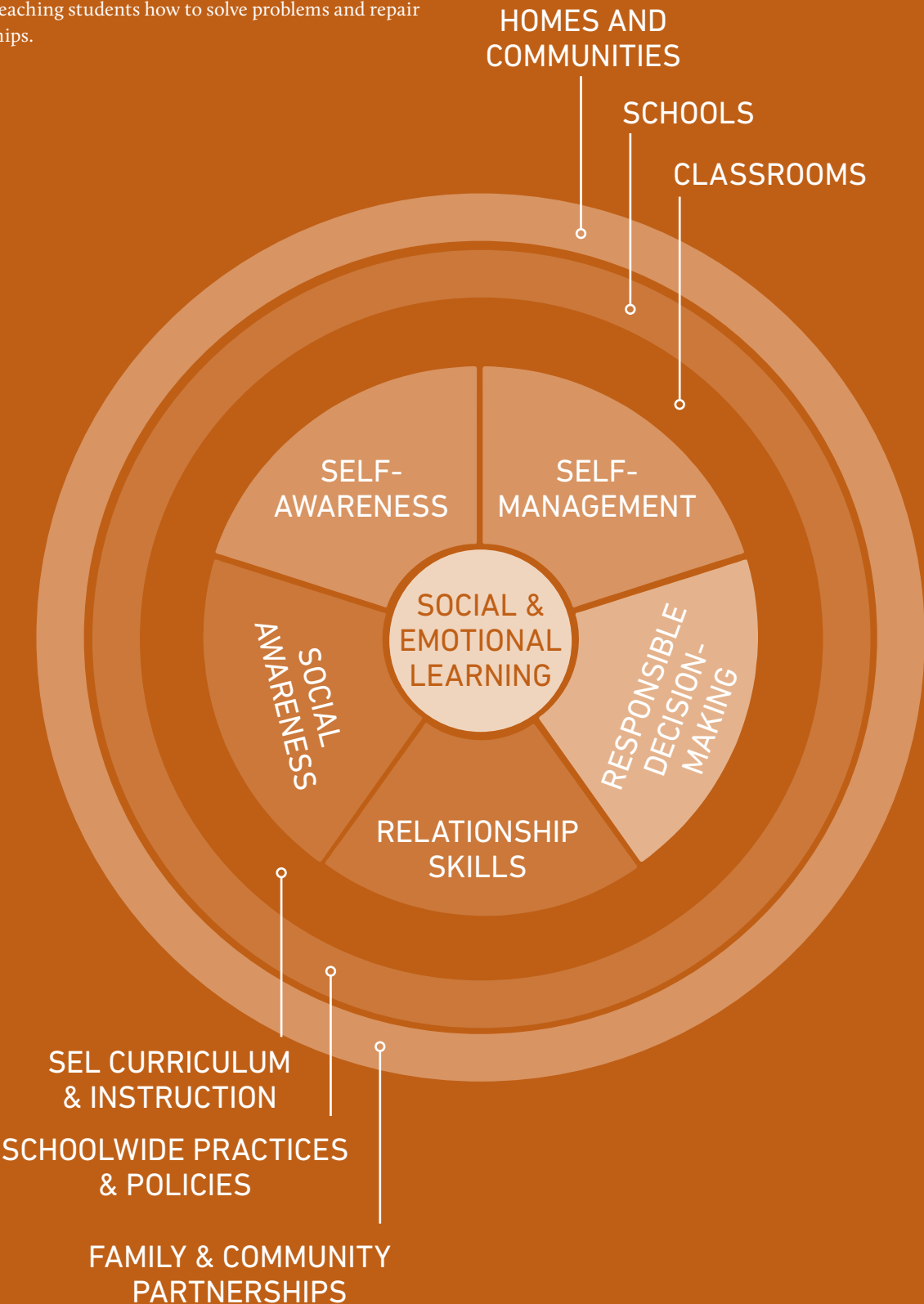
system, efforts should be made toward diversifying enrollment across schools. That’s why we launched a \$2 million grant program in fall 2018 to help support grassroots, district-level efforts to develop diversity plans. Plans are also being developed in Districts 1, 3, and 15 to engage communities to create diversity plans tailored to their needs. Those may include opening a family resource center to support families in the school application process, providing more equitable access to low-income and lower-performing students, or eliminating academic screens for middle school admissions.

### **PROVIDE STUDENTS WITH GREATER ACCESS TO RESTORATIVE JUSTICE**

We believe children learn best when they’re in the classroom. Yet for too many students, especially those who are black or Hispanic, youthful misbehaviors result in suspensions and other punitive discipline practices instead of serving as an opportunity to learn, make amends, and ultimately feel closer to and more supported by their school community. Restorative justice practice is an effective, sustainable, and equitable alternative to punitive and racially marginalizing discipline practices, and helps students develop character, problem-solve, and build better relationships with all members of their school community. Piloted by DOE during the 2016–2017 school year in District 18, the program led to a 25 percent decline in suspensions, compared with 6 percent citywide, at the end of 2017. Restorative justice practices have also been funded in schools across three districts. Through open community dialogue, and acknowledgement of their emotions — rather than punitive and academically detrimental exclusion from school — students are given space to learn how to assess harm, practice self-regulation, repair relationships, overcome conflict, and refine their social-emotional skills. As a result, students and their school communities are able to move forward from every incident in a stronger and more supportive learning environment.

# SOCIO-EMOTIONAL LEARNING (SEL)

Restorative justice practices activate social-emotional learning skills by teaching students how to solve problems and repair relationships.



## ENSURE INCLUSION FOR STUDENTS OF ALL GENDER IDENTITIES AND SEXUAL ORIENTATIONS

New York City schools are at the forefront of efforts to create a safe and supportive environment for students of all gender expressions and identities. Examples of this work include providing access to resources for transgender and gender non-binary students, and sexual health education that affirms students of all gender expressions, identities, and sexual orientations. With these efforts, we combat gender-based biases, from relationship abuse to transphobic policies, that act as barriers to receiving an excellent education.

### • IMPLEMENTING HEALTH ED WORKS

Comprehensive sexual health education is fundamental to the wellness of students. Our programs incorporate medically accurate, affirming, age-appropriate, and culturally competent information about anatomy, physiology, family involvement, personal safety, healthy relationships, sexually transmitted infections such as HIV, contraceptives, sexual orientation, pregnancy, media navigation and literacy, and more. In 2018, the City launched Health Ed Works, a four-year, \$24 million initiative to increase comprehensive, medically accurate, and age-appropriate health education resources for students. The program provides additional professional-development opportunities for teachers, increases family and community engagement around health education, and offers individualized support to 500 targeted schools.

### • SUPPORTING LGBTQ STUDENTS, FAMILIES, AND STAFF

LGBTQ youth experience nearly twice as much bullying on school property as cisgender and heterosexual youth, and are more than twice as likely to attempt suicide. LGBTQ youth of color may also experience stress related to racism and discrimination. Supporting all students, regardless of sexual orientation or gender identity, is a key part of our mission to ensure Equity and Excellence for All.

To achieve this goal, DOE's Office of Counseling Support Programs has hired an LGBT community liaison and gender equity coordinator to expand supports for the community. These programs include:

#### • COMMUNITY BASED RESOURCES

The LGBT Advisory Council, established in 2014, solves issues

of LGBTQ inequity across the five boroughs. The Council's 40 partners include community based organizations, City agencies, and DOE offices.

### • SUPPORTIVE ADULTS

To date, the LGBTQ community liaison and gender equity coordinators have trained more than 4,000 school-based and central staff members. Through funding from the City Council, more than 450 school-based staff members were trained at the annual Sexuality, Women, and Gender (SWAG) Conference. Because students who feel supported are more likely to attend school, we have implemented the OUT for Safe Schools program, which allows teachers to identify themselves as visible allies by wearing a badge in school, and has been rolled out to hundreds of staff citywide.

### • INCLUSIVE POLICIES

DOE has been a leader in creating policies supporting LGBTQ students. In March 2014, DOE released its first-ever Transgender Student Guidelines. In March 2017, the Department issued expanded and updated transgender and gender non-conforming student guidelines in collaboration with City agencies and community-based organizations. We are committed to recognizing and supporting our trans students and ensuring they receive an equitable education.

### • AFFIRMING CURRICULUMS

Students with access to developmentally appropriate curriculum resources that include LGBTQ content are less likely to be bullied or called names. Through funding from the City Council, schools have been able to participate in the Lambda Literary LGBTQ Writers in Schools Program. The inaugural program paired 80 teachers with an LGBTQ author, provided copies of all of that author's books, and brought the author into the classroom.

### • LGBTQ STUDENT CLUBS

Clubs such as gender and sexuality alliances (GSAs) create spaces for LGBTQ students to socialize, support one another, and advocate for inclusive practices in their schools. These clubs have a positive impact on school climate and culture: Schools that offer GSAs report lower incidences of bullying and harassment based on sexual orientation. DOE is committed to identifying and strengthening GSAs, and supports the creation of new clubs in schools. As part of this work, DOE offered an annual GSA summit, attended by more than 1,500 middle and high school students.















# THE PATH FORWARD

**TO ACHIEVE OUR GOALS, WE MUST HAVE A PLAN AND HOLD OURSELVES ACCOUNTABLE.** Here, we identify the actions that are necessary to achieve our goals, the owners of each action, and the indicators that will help us measure progress and ensure success. We are also constantly working to raise our ambitions, with several opportunities in the near future to add more detail to select indicators and targets. For further information and a complete set of interim milestones, see our detailed action plans at [nyc.gov/OneNYC](http://nyc.gov/OneNYC).

INITIATIVE #17: MAKE NEW YORK CITY A LEADING NATIONAL MODEL FOR EARLY CHILDHOOD EDUCATION		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Ensure all eligible children ages birth to three-years-old have access to developmental services	DOHMH	Funded
Expand 3-K for All to more than one-third of all school districts by the end of the 2020 school year	DOE	Funded
Offer training for home-based childcare providers	DOE	Funded
Achieve universal literacy by second grade	DOE	Funded
Offer free, full-day, high-quality Pre-Kindergarten for every four-year-old	DOE	Funded
INDICATORS	LATEST DATA	TARGET
Children with access to 3-K	~5,000 (2018)	100%
Literacy by second grade (third grade ELA as proxy)	50.6% (2018)	100% by 2026
Four-year olds enrolled in full-day Pre-K	68K (2018)	Increase

INITIATIVE #18: ADVANCE EQUITY IN K-12 OPPORTUNITY AND ACHIEVEMENT		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Improve school facilities, particularly in high-need districts	DOE	Funded
Improve college readiness by expanding algebra, Advanced Placement (AP), and computer science programs	DOE	Funded
Strengthen College Access for All	DOE	Funded
Ensure students in temporary housing receive the support and services they need to succeed	DOE	Funded
INDICATORS	LATEST DATA	TARGET
New Yorkers who graduate on time	75.9% (2018)	Increase to 84% by 2026
Racial and ethnic graduation rate gap	15.6% (2018)	Reduce by 50% by 2026
College-preparedness	66.6% (2018)	Increase to 75% by 2026
Public school students who attain associate's or bachelor's degree within six years	21,756 (2016)	Increase

INITIATIVE #19: INCREASE INTEGRATION, DIVERSITY, AND INCLUSION IN NEW YORK CITY SCHOOLS		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Support the Critically Conscious Educators Rising Series	DOE	Funded
Expand implicit-bias training for City teachers	DOE	Partially Funded
Advance the Diversity Grants program	DOE	Funded
Provide students with greater access to restorative justice	DOE	Partially Funded
Ensure inclusion for students of all gender identities and sexual orientations	DOE	Partially Funded
INDICATORS	LATEST DATA	TARGET
Teachers who receive implicit bias training	10K (2018)	All
Districts with equity plans	3 (2018)	9
Average length of suspensions	13.4 days (2018)	Decrease

For more information on the funding status of OneNYC initiatives, please see the City of New York Fiscal Year 2020 Executive Budget and Ten-Year Capital Strategy.





# WHAT YOU CAN DO

**BUILDING A STRONG AND FAIR CITY WILL REQUIRE THE HELP AND SUPPORT OF ALL NEW YORKERS. HERE ARE A FEW EASY STEPS YOU CAN TAKE:**

## 1

**USE THE FREE RESOURCES AVAILABLE AT YOUR LOCAL LIBRARY.** Sign up for a free library card and help your child pick out their own books. To help instill a love of learning, read and spend quality time together with your child every day. Read street signs and cereal boxes. Or explore the MyON digital library for access to more than 6,000 books on any web-enabled device. Visit Growin-gUp NYC for more resources.

## 2

**MENTOR LOCAL STUDENTS.** Sign up to mentor high school students and support positive decision-making, educational achievements, and successful career/college options and life pathways.

## 3

**ORGANIZE A DRIVE TO COLLECT SUPPLIES FOR A LOCAL SCHOOL.** Organize a drive to donate school essentials such as backpacks, school supplies, and art supplies to a local school through DonateNYC or Materials for the Arts. Volunteer with Materials for the Arts as an individual, business, or community organization to directly serve New York City's artistic and educational communities.

## 4

**JOIN YOUR LOCAL COMMUNITY EDUCATION COUNCIL OR PARENT ASSOCIATION.** Attend Parent Teacher Association meeting at your child's school, and consider running for office. Apply to serve on a Community Education Council, so you can review your district's K-8 educational programs, or on a Citywide Education Council to advocate for high school students and specialized groups.

For more ways you can get involved, visit **NYC.GOV/OneNYC**.  
Share your story of taking action on social media and tag us at **#OneNYC**.



THE CITY OF NEW YORK  
MAYOR BILL DE BLASIO

DEAN FULEIHAN  
FIRST DEPUTY MAYOR

DOMINIC WILLIAMS  
CHIEF POLICY ADVISOR

DANIEL A. ZARRILLI  
OneNYC DIRECTOR

# OneNYC

Learn more about how we are building a  
strong and fair city: **NYC.GOV/OneNYC**



Join the conversation on social media  
and tag us at **#OneNYC**





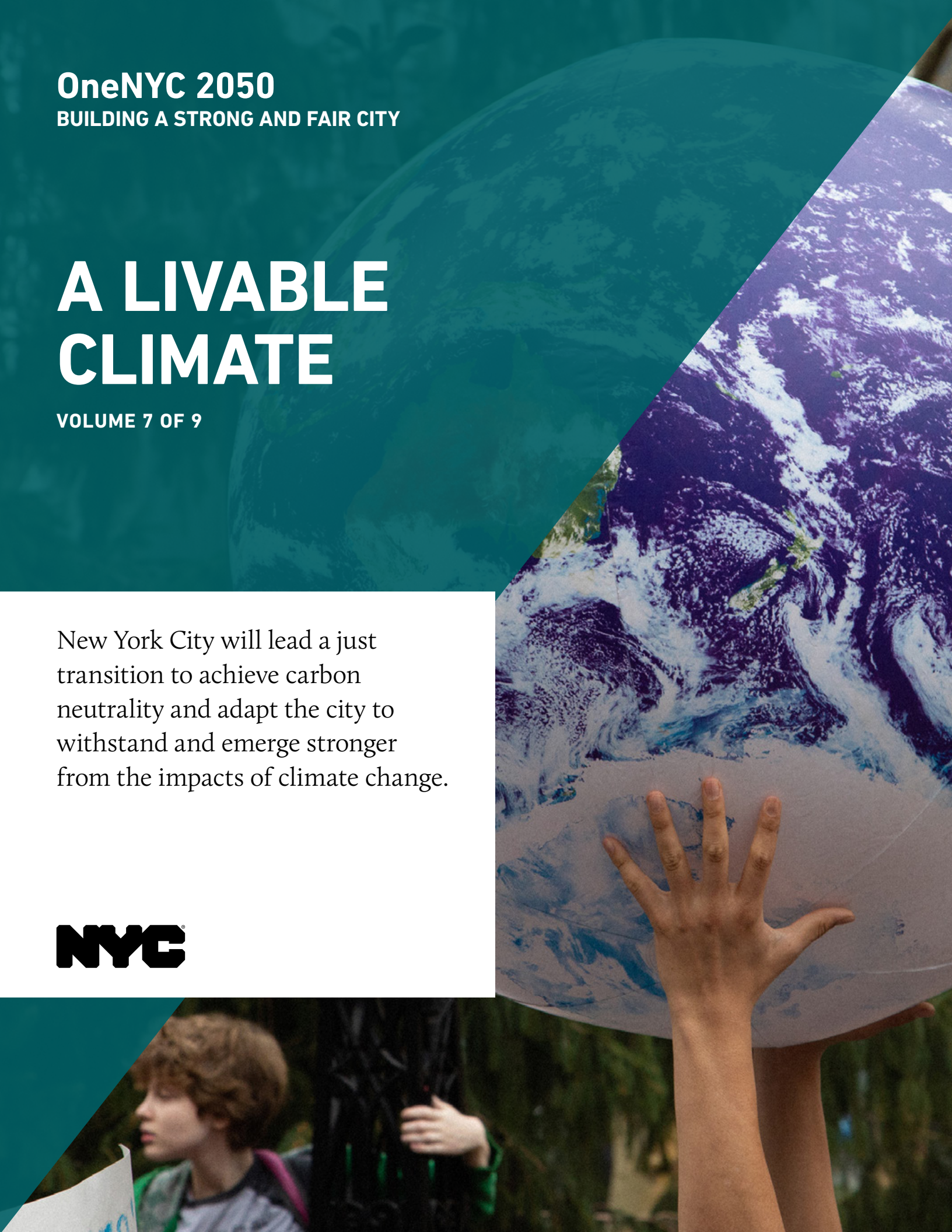
**OneNYC 2050**  
BUILDING A STRONG AND FAIR CITY

# A LIVABLE CLIMATE

VOLUME 7 OF 9

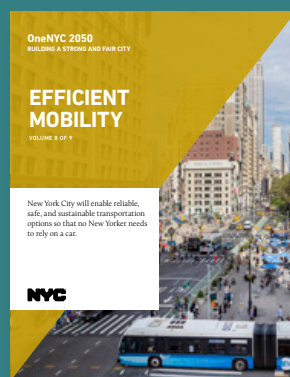
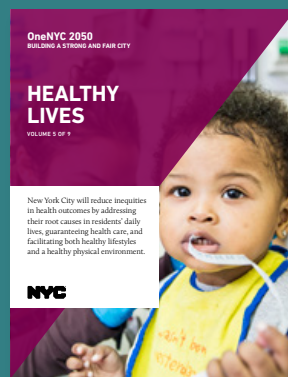
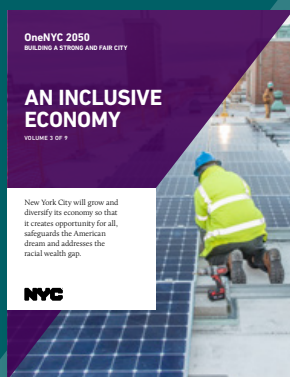
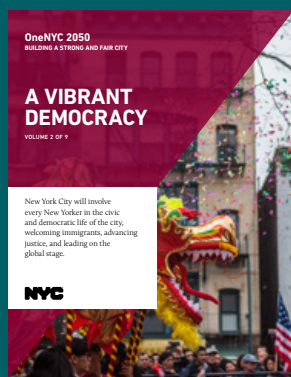
New York City will lead a just transition to achieve carbon neutrality and adapt the city to withstand and emerge stronger from the impacts of climate change.

**NYC**





# ONENYC 2050 IS A STRATEGY TO SECURE OUR CITY'S FUTURE AGAINST THE CHALLENGES OF TODAY AND TOMORROW. WITH BOLD ACTIONS TO CONFRONT OUR CLIMATE CRISIS, ACHIEVE EQUITY, AND STRENGTHEN OUR DEMOCRACY, WE ARE BUILDING A STRONG AND FAIR CITY. JOIN US.



Learn more about how we are building a strong and fair city:  
**NYC.GOV/OneNYC**

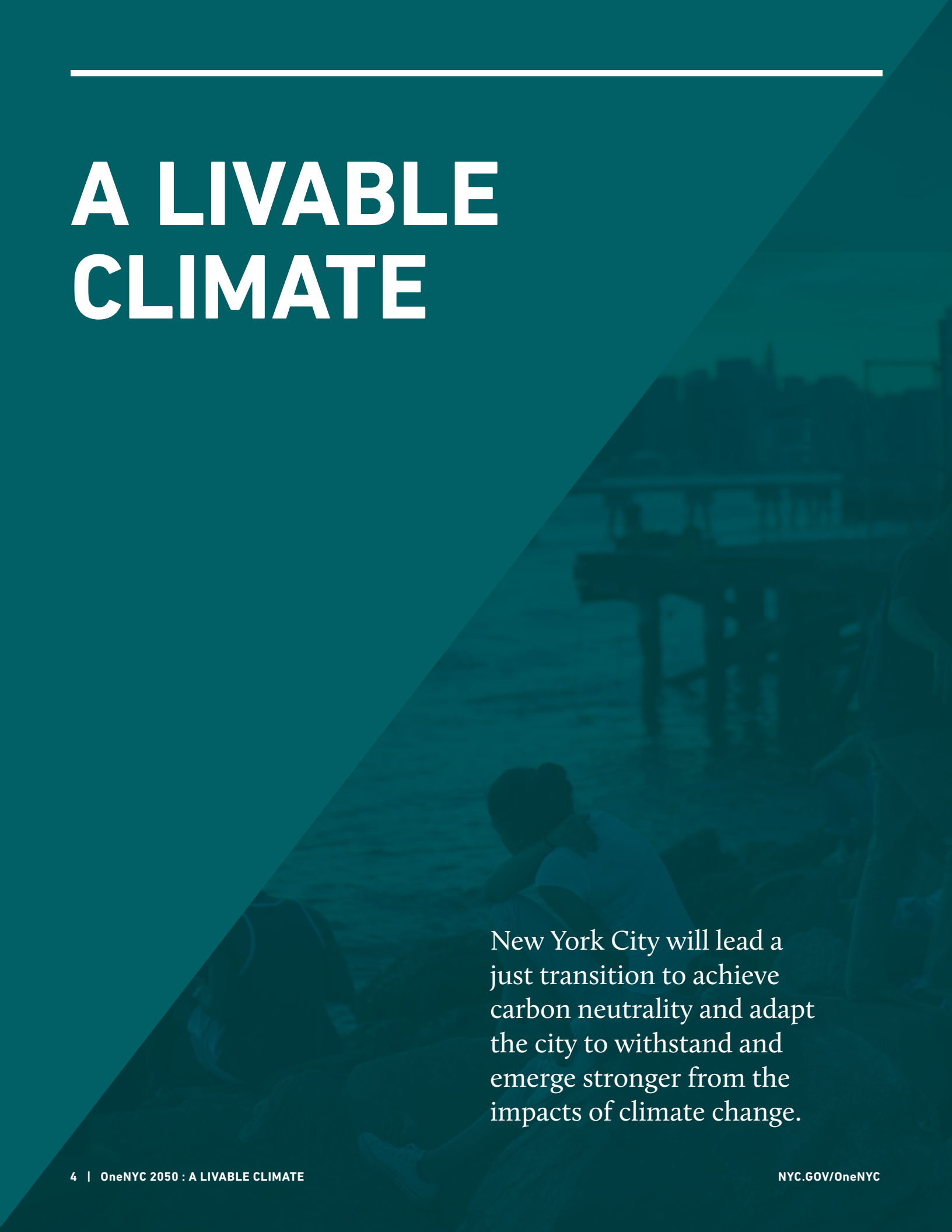
Join the conversation on social media and tag us at **#OneNYC**

## ONENYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES TO SECURE OUR CITY'S FUTURE.

A VIBRANT DEMOCRACY	1. Empower all New Yorkers to participate in our democracy
	2. Welcome new New Yorkers from around the world and involve them fully in civic life
	3. Promote justice and equal rights, and build trust between New Yorkers and government
	4. Promote democracy and civic innovation on the global stage
AN INCLUSIVE ECONOMY	5. Grow the economy and create good-paying jobs and prepare New Yorkers to fill them
	6. Provide economic security for all through fair wages and expanded benefits
	7. Expand the voice, ownership, and decision-making power of workers and communities
	8. Strengthen the City's fiscal health to meet current and future needs
THRIVING NEIGHBORHOODS	9. Ensure all New Yorkers have access to safe, secure, and affordable housing
	10. Ensure all New Yorkers have access to neighborhood open spaces and cultural resources
	11. Advance shared responsibility for community safety and promote neighborhood policing
	12. Promote place-based community planning and strategies
HEALTHY LIVES	13. Guarantee high-quality, affordable, and accessible health care for all New Yorkers
	14. Advance equity by addressing the health and mental health needs of all communities
	15. Make healthy lifestyles easier in all neighborhoods
	16. Design a physical environment that creates the conditions for health and well-being
EQUITY AND EXCELLENCE IN EDUCATION	17. Make New York City a leading national model for early childhood education
	18. Advance equity in K-12 opportunity and achievement
	19. Increase integration, diversity and inclusion in New York City schools
A LIVABLE CLIMATE	20. Achieve carbon neutrality and 100 percent clean electricity
	21. Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient
	22. Create economic opportunities for all New Yorkers through climate action
	23. Fight for climate accountability and justice
EFFICIENT MOBILITY	24. Modernize New York City's mass transit networks
	25. Ensure New York City's streets are safe and accessible
	26. Reduce congestion and emissions
	27. Strengthen connections to the region and the world
MODERN INFRASTRUCTURE	28. Make forward-thinking investments in core physical infrastructure and hazard mitigation
	29. Improve digital infrastructure to meet the needs of the 21st century
	30. Implement best practices for asset maintenance and capital project delivery

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# A LIVABLE CLIMATE

A group of people are sitting on a pier or waterfront area, looking out at the water. In the background, a city skyline is visible across the water. The scene is overlaid with a teal gradient that covers the left side and bottom of the page.

New York City will lead a just transition to achieve carbon neutrality and adapt the city to withstand and emerge stronger from the impacts of climate change.



# CLIMATE CHANGE POSES AN EXISTENTIAL THREAT TO OUR FUTURE.

## IT IS HAPPENING ON BOTH A NATIONAL AND GLOBAL LEVEL AND ON OUR CITY'S STREETS.

Communities across the city devastated by Hurricane Sandy fear another extreme weather event. We all worry about aging relatives and children during heat waves that now occur more frequently. New Yorkers are already affected by regular tidal flooding — and it will only get worse and more widespread as sea levels continue to rise in New York City at twice the global average. Lives are on the line, time is not on our side, and the future of our city is in jeopardy.

The science behind climate change is indisputable: The burning of fossil fuels is the single largest contributor to human-caused climate change. Unfortunately, climate change is a national emergency without a national policy, and efforts to curb fossil

fuels and greenhouse gas (GHG) emissions have been stymied by federal actions such as the repeal of the Clean Power Plan, the federal government's intention to withdraw from the Paris Climate Agreement, and the weakening of vehicle fuel standards—as well as a persistent campaign of deception and denial by fossil fuel companies.

Our goal is to achieve carbon neutrality by 2050, and do so in a just and equitable way. To make our communities safe and resilient, we will continue to invest in flood and heat mitigation, and in hardening our critical infrastructure, including transit, energy, telecommunications, water, wastewater, and waste management. We will also ensure our air and water are clean, residents have access to open and natural spaces, and sustainable transportation options are available to everyone. We will do all of this while housing a diverse and growing population and creating good-paying and accessible jobs. New York City will have a livable climate and take a leadership role both at home and abroad in confronting climate change.

# INDICATORS

NEW YORK CITY WILL MEASURE PROGRESS BY TRACKING THE FOLLOWING INDICATORS:

INDICATOR	LATEST DATA	TARGET
GREENHOUSE GAS EMISSIONS ELIMINATED, REDUCED, OR OFFSET	17% (2017)	100% BY 2050
SHARE OF ELECTRICITY MIX FROM CLEAN SOURCES	27% (2019)	100% BY 2040
FLOOD INSURANCE ENROLLMENTS	53,971 (2019)	INCREASE
CITY PENSION FUND INVESTMENTS IN CLIMATE CHANGE SOLUTIONS	\$2B (2019)	INCREASE TO \$4B BY 2021

## CONTEXT

### **CLIMATE CHANGE IS ALREADY HAVING AN IMPACT ON OUR HEALTH, OUR LIVELIHOODS, OUR COMMUNITIES, AND OUR BUILT AND NATURAL ENVIRONMENTS, WITH A DISPROPORTIONATE BURDEN FALLING ON THE CITY'S MOST VULNERABLE POPULATIONS AND COMMUNITIES.**

Heat and rising temperatures threaten the city's livability: In fact, extreme heat is nationally the number one cause of mortality from weather conditions. Destructive storms are also dangerous to the city: In 2012, Hurricane Sandy killed 44 people and caused \$19 billion in damages in New York City. Unfortunately, that storm was not an isolated incident.

More-frequent extreme weather events are likely to come. Recently, we've seen massive hurricanes batter the U.S. Gulf Coast and Puerto Rico, inland flooding hit the Midwest, extreme heat waves in Japan send tens of thousands of people to the hospital, and deadly

wildfires devastate communities in California. These disasters killed hundreds, displaced many more, and resulted in hundreds of billions of dollars in damages and lost economic activity.

And it will only get worse. As a result of climate change, we will see disruptions in the global food supply as flood, droughts, and pests damage crops, and ocean fisheries collapse from acidification and oxygen depletion; mass migrations — particularly of communities dependent on agricultural or coastal livelihoods — as whole regions become uninhabitable; impacts on human health with more heat-related deaths and vector-borne diseases, such as malaria, dengue fever, Zika, and Lyme disease; and unpredictable impacts on our economy and way of life.

By the 2050s, New York City will be hotter than ever before. Average temperatures are expected to increase by up to 5.7 degrees Fahrenheit, and many more New Yorkers may die each summer from intense heat than the 130 who die annually today. By the 2050s, the estimated average annual precipitation increase of up to 11 percent will pose significant risks to the entire city. The nearly 1 million residents who will live in the expanded coastal floodplain will be particularly vulnerable to coastal flooding, with sea levels expected to rise by up to 30 inches. High tides will cause flooding twice a day in some areas, and permanent inundation in others. Without added protections, much, if not all, of Coney Island, the Rockaway peninsula, Flushing Meadows, Hunts Point, East Harlem, Throgs Neck, and the East Shore of Staten Island could be flooded during storms.

Scientists continue to generate ever-more sophisticated climate models and projections related to flooding, heat, drought, and other climate impacts, and deepen our understanding of how human-caused activity could further exacerbate these effects. In a landmark report released in 2018, the United Nations Intergovernmental Panel on Climate Change (IPCC) concluded that the world has as few as 12 years to keep global temperature rise under the 1.5 degrees Celsius threshold, beyond which the impacts of climate change could become both catastrophic and irreversible.

## PROGRESS

**NEW YORK CITY IS RISING TO THE CHALLENGE, AND HAS BECOME A GLOBAL LEADER IN THE FIGHT AGAINST CLIMATE CHANGE.** We are putting into action a bold vision that meets the twin challenges of climate change and inequality, demonstrating what the Green New Deal looks like in practice, at the local level.

Because of our density and vast public transportation system, New York City already has a smaller per-capita carbon footprint than any big city in the United States. In 2017, the City committed to developing a pathway to limit global temperature rise to 1.5 degrees Celsius, in alignment with the Paris Climate Agreement, and in response to the urgency of the climate crisis as presented by the IPCC and echoed in the Fourth U.S. National Climate Assessment. The City released *1.5°C: Aligning New York*



The Sustainable Development Goals (SDGs) are the global blueprint adopted by all countries at the United Nations to achieve a better and more sustainable future for all, encompassing strategies to end poverty, improve health and education, reduce inequality, spur economic growth, and tackle climate change. By demonstrating directly how OneNYC 2050 aligns with the SDGs, we strengthen our efforts to build a strong and fair city. Our goal to achieve A Livable Climate supports the following SDGs:



Learn more about the SDGs online at:  
<https://sustainabledevelopment.un.org/sdgs>

*City with the Paris Climate Agreement*, which, alongside near-term action commitments, provided a vision and a plan for how the City and its partners can both reach carbon neutrality and aggressively reduce GHG emissions as soon as possible.

The City has been actively working to reduce GHG emissions. As of 2017, we have reduced municipal GHG emissions by nearly 30 percent, and citywide emissions by 17 percent, from a 2005 baseline. The City has committed billions of dollars to energy-efficiency measures in municipal buildings, resulting in more than \$60 million per year in recurring annual savings. To date, these measures are in place in more than 1,600 municipal buildings. Our Retrofit Accelerator and Community Retrofit NYC programs have also helped more than 5,000 privately-owned buildings complete energy retrofits. The City also operates the largest electric municipal fleet in the nation, with more than 1,750 electric vehicles (EV), and are on track to meet our Clean Fleet goal of 2,000 EVs by 2025. And we have expanded the bicycle network, adding 244 miles of bike lanes since 2015, installed 550 EV charging stations for the City's municipal fleet, and provided incentives to replace or upgrade 500 old, dirty trucks with clean new models through the Hunts Point Clean Truck Program.

New York City has also experienced significant growth in solar power. Since the beginning of 2014, installed solar capacity has increased sevenfold, and we now have enough solar installed across the city to meet the needs of nearly 50,000 households. Installation and equipment costs also continue to go down and have dropped by 25 percent since that start of 2014 — thanks, in part, to the City's solar property tax abatement of up to 20 percent off system costs — making solar more affordable and more accessible than ever.

Not only has the city reduced GHG emissions, it has also become safer and more resilient. Several important coastal protection projects have been completed, including the reconstructed Rockaway Boardwalk, a coastal erosion protection project in Sea Gate, and nearly 10 miles of dunes across Staten Island and the Rockaway Peninsula. Other projects are underway to curb the effects of extreme heat and increased precipitation — and to help engineers, architects, and planners integrate future climate change data into their designs.

Along with our efforts to reduce emissions and become more resilient, we are investing in the future and will double the investment of City pension funds in renewable energy, energy efficiency, and climate solutions. New York City is also bringing the fight against climate change straight to the fossil fuel industry that caused the climate crisis in the first place. We are divesting our pension funds from fossil fuel reserve owners and have filed a lawsuit against five investor-owned fossil fuel companies that have contributed the most to climate change. While they deceptively encouraged dependence on fossil fuels and reaped the profits, cities like New York have been left to foot the bill for the damage fossil fuels have caused.



## WHAT WE HEARD FROM NEW YORKERS

**OF THE MORE THAN 14,000 NEW YORKERS WHO RESPONDED TO OUR SURVEY ON THE CITY'S GREATEST CHALLENGES, 19 PERCENT SELECTED CLIMATE CHANGE, AND 17 PERCENT SELECTED THE ENVIRONMENT. THE KEY THEMES EXPRESSED INCLUDE:**

- Desire for New York City to be a national and global leader on climate policy
- Desire for City leadership on renewable energy and energy retrofits
- Support for infrastructure and policy to protect shorelines and mitigate flood impacts
- Need for increased convenience of climate-friendly actions
- Call to curb pollution and address poor air and water quality
- Support for fossil fuel divestment, carbon pricing, and new green regulations

Specifically, respondents called on the City to create “stricter environmental laws as well as incentives for people and companies to go green,” including “holding New York City agencies and institutions accountable to the 1.5 Degree Climate Action Plan.” Respondents also encouraged the City to enforce “environmental justice guidelines for all projects.”



# CLIMATE SCIENCE

**IT'S UNDENIABLE: THE IMPACTS OF CLIMATE CHANGE ARE PLAYING OUT RIGHT BEFORE OUR EYES.** Increasingly severe weather events around the globe have disrupted the lives of millions and are providing an alarming glimpse into what the future will hold if the world doesn't dramatically cut its GHG emissions.

Our understanding of the links between human-caused climate change and natural disasters is being enriched by the evolving scientific field of extreme weather attribution. At the same time, scientists are continuing to generate more sophisticated climate models and projections related to flooding, heat, drought, and other climate impacts, and how human-caused activity could further exacerbate these effects.

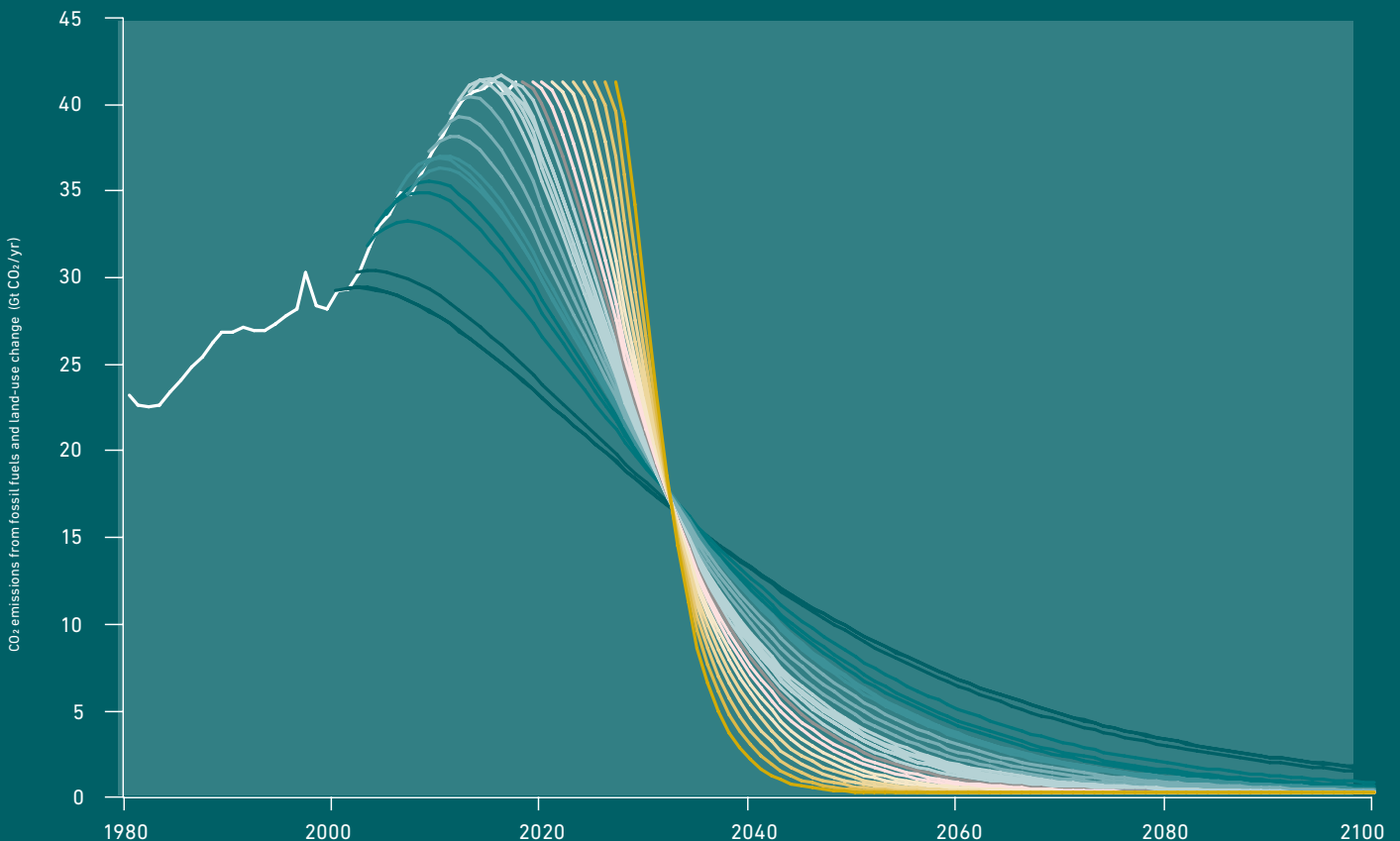
In 2018, IPCC published *Global Warming of 1.5°C* — an assessment of over six thousand recent scientific papers and documents that provided new evidence of the scale of the challenge at hand. As stated in the report, global temperatures have already warmed 1.0°C above pre-industrial levels, and dramatic action — essentially, reaching net-zero global emissions — will be required to keep warming at or below 1.5°C.

With 2.0°C of warming, the impacts of climate change would verge into catastrophic and irreversible. As compared with a 1.5°C scenario, 2.0°C of warming would triple the number of insect species, and double the number of plant species, projected to lose their habitats. The global population suffering water scarcity would double and 99 percent of all corals would be lost. The impacts to food systems, local and global poverty, and migration will be significant.

It is still possible to limit global temperature rise to 1.5°C, but only if all government and private-sector leaders make ambitious climate action an urgent priority. There is no simple or absolute path forward for limiting warming to 1.5°C. The IPCC special report includes an analysis of the “pathways,” or scenario-based projections, of future action for limiting warming to 1.5°C, and shows that they all have one thing in common: They require global emissions to peak almost immediately and then continue to drop until they reach net-zero as soon as possible. The longer we wait, the more expensive and difficult it will be to reduce emissions, as shown in the below chart.

The longer we wait to reduce GHG emissions, the harder it will be.

Source: Center for International Climate Research



For more than a decade, New York City has been at the forefront of science-informed climate policy, leveraging the expertise of the New York City Panel on Climate Change (NPCC), an independent panel of academic and private-sector experts formed by the City of New York and whose members are appointed by the Mayor. This body, which is unprecedented among American cities, provides downscaled scientific projections for the region and assists New York City's policymakers in understanding and planning for the climate change risks of today and the threats of the future.

In their most recent 2019 report, *Advancing Tools and Methods for Flexible Adaptation Pathways and Science-Policy Integration*, NPCC reaffirmed its earlier climate science projections made in 2015, validating them as the basis for planning and decision-making in the region. In addition, the 2019 report provides new understanding of

long-term, low-probability flood risk from rapid Antarctic ice melt and recurring "sunny-day" flood events due to sea level rise along with increased awareness of the potential impacts on communities and infrastructure from increased emissions, further underscoring the connection between the City's plan for GHG emissions reduction and its comprehensive climate resiliency strategy.

These NPCC findings and other climate projections are being put into practice in New York City's ambitious climate planning. We recognize the importance of basing our decision-making in science and will continue to conduct rigorous, peer-reviewed scientific research to ensure that our policies and actions are protective and cost effective.

## NPCC projections on climate hazards and extreme events through the end of the century.

Source: NPCC

CHRONIC HAZARDS		BASELINE 1971–2000	2050		2100	
			MIDDLE RANGE	HIGH END	MIDDLE RANGE	HIGH END
AVERAGE TEMPERATURE		54°F	+4.1 TO 5.7°F	+6.6°F	+5.8 TO 10.4°F	+12.1°F
PRECIPITATION		50.1 IN.	+4 TO 11%	+13%	-1 TO +19%	+25%
		BASELINE 2000–2004	2050		2100	
			MIDDLE RANGE	HIGH END	MIDDLE RANGE	HIGH END
SEA LEVEL RISE		0	+11 TO 21 IN.	+30 IN.	+22 TO 50 IN.	+75 IN.

EXTREME EVENTS		BASELINE 1971–2000	2050		2100	
			MIDDLE RANGE	HIGH END	MIDDLE RANGE	HIGH END
HEAT WAVES & COLD EVENTS	NUMBER OF DAYS PER YEAR WITH MAXIMUM TEMPERATURE AT OR ABOVE 90 °F	18	39 TO 52	57	-	-
	NUMBER OF HEAT WAVES PER YEAR	2	5 TO 7	7	-	-
	AVERAGE DURATION IN DAYS	4	5 TO 6	6	-	-
	NUMBER OF DAYS PER YEAR WITH MINIMUM TEMPERATURE AT OR BELOW 32 °F	71	42 TO 48	52	-	-
INTENSE PRECIPITATION	NUMBER OF DAYS PER YEAR WITH RAINFALL EXCEEDING 2 INCHES	3	4	5	-	-
		BASELINE 2000–2004	2050		2100	
			MIDDLE RANGE	HIGH END	MIDDLE RANGE	HIGH END
COASTAL FLOODS AT THE BATTERY	FUTURE ANNUAL FREQUENCY OF TODAY'S 100-YEAR FLOOD	1%	1.6 TO 2.4%	3.6%	-	-
	FLOOD HEIGHTS (FEET) ASSOCIATED WITH 100-YEAR FLOOD	11.3	12.2 TO 13.1	13.8	-	-

Middle range is 25th-75th percentile. High end is 90th percentile.

## WHAT WE WILL DO

**NEW YORK CITY IS ALREADY DEMONSTRATING ITS DETERMINATION TO CONFRONT THE CLIMATE CHANGE CRISIS, FIGHT FOR CLIMATE JUSTICE, AND TAKE A LEADING GLOBAL ROLE IN ENSURING A LIVABLE CLIMATE.** But much more must be done, especially for our most vulnerable populations and communities.

We must achieve carbon neutrality — which means a 100 percent reduction in net GHG emissions — by 2050. This will require a radical shift to end our reliance on fossil fuels and ensure 100 percent clean electricity resources, and to transform the city's buildings, energy, transportation, and waste sectors to fully electrify the city. It will also require major shifts in our own lives — to more sustainable lifestyles — and smart urban planning to prioritize sustainable modes of transit in dense neighborhoods (see more in *Efficient Mobility* and *Thriving Neighborhoods*). At the same time, to limit the effects of climate change and protect people and communities, we must continue to invest in infrastructure that mitigates the physical risks posed by climate change — including our natural infrastructure such as wetlands and upland forests; ensure City capital investments take into account the changing climate; and promote programs that protect New Yorkers from the impacts of extreme heat and flooding. To ensure these resiliency

strategies keep up with climate science and continue to reflect the most innovative and effective ways to adapt, we will create a Climate Adaptation Roadmap that thoroughly evaluates the climate hazards we face and prioritizes our responses for the decades to come.

The transformation to carbon neutrality and climate resiliency will create new jobs and opportunities for New Yorkers. It will require innovation to find less expensive and more effective solutions; creative financing and financial investment; and partnerships across communities, sectors, geographies, and all levels of government. And to ensure the transition is just and equitable, we will demand that the costs are borne by those most responsible for our climate crisis — and the benefits shared — so no community is left behind.

Our multifaceted strategy for action is ambitious and far-reaching — as it must be. And by focusing on the intersection between climate action and growth, equity, and justice, New York City is demonstrating how the ideals of a Green New Deal are put into practice. We know that environmental and economic sustainability must go hand in hand. And our actions will not only demonstrate the effectiveness of this model, but also its necessity. Our city, and indeed our planet, deserve nothing less.

## WHAT IS A JUST TRANSITION?

We are committed to a just transition to carbon neutrality, climate resiliency, and a clean economy — one that improves environmental quality for all, prioritizes front line communities, seeks to redress current and past injustice, and creates economic opportunities for all, while holding those responsible for climate change to account. This philosophy is based on a set of foundational principles developed by organizations with decades of experience fighting for climate and environmental justice worldwide and here in New York City.

A just transition extends beyond our *A Livable Climate* commitments and can be found throughout OneNYC 2050, as we:

- **ENSURE EVERY NEW YORKER'S VOICE COUNTS** and that everyone can participate equally and vigorously in our democracy
- **PREPARE NEW YORKERS FOR MEANINGFUL WORK** and build pathways to jobs that support our communities in sectors ranging from cybersecurity to mental health care to offshore wind development
- **EXPLORE NEW MODELS OF OWNERSHIP** for all kinds of organizations and systems that generate and keep value in communities
- **IMPROVE THE SAFETY, ACCESSIBILITY, AND SUSTAINABILITY OF OUR TRANSPORTATION SYSTEM** through continuing efforts such as Vision Zero, and new ones such as congestion pricing
- **TACKLE HEALTH INEQUALITY** by building guaranteed access to health care for all New Yorkers, addressing racial, economic, and social inequities in health outcomes, cleaning our air and water, managing the impacts of extreme heat, and expanding access to nature
- **MAKE SURE EVERYONE HAS ACCESS TO FRESH, HEALTHY FOOD**
- **BUILD NEW AND BETTER AFFORDABLE HOUSING**
- **MAKE SURE EVERY NEW YORK CITY CHILD GETS AN EXCELLENT EDUCATION** that prepares them to thrive in the modern world



# INITIATIVE 20 OF 30

## ACHIEVE CARBON NEUTRALITY AND 100 PERCENT CLEAN ELECTRICITY

### **NEW YORK CITY IS COMMITTED TO ACHIEVING CARBON NEUTRALITY BY 2050, AND WILL DO SO IN A JUST AND EQUITABLE WAY.**

By 2050, New York City will have net-zero GHG emissions citywide. To achieve this, we will reduce our emissions as much as possible and offset our “irreducible emissions,” — those that are not feasible to eliminate — with projects that create negative emissions outside New York City. As detailed in *1.5°C: Aligning New York City with the Paris Climate Agreement*, achieving carbon neutrality requires a shift away from fossil fuels. This means receiving electricity that comes from 100 percent clean sources. We will also maximize opportunities for energy efficiency in all buildings, and replace systems that provide heat and hot water for our buildings with efficient electric systems or other GHG-free thermal systems.

Carbon neutrality also requires getting more people out of cars and onto public transit, bikes, or sidewalks, and supporting the transition from gasoline-powered to EVs for remaining vehicles (see more in *Efficient Mobility*). Additionally, although waste

makes up a relatively small portion of our total GHG emissions, carbon neutrality necessitates New York City achieving zero waste. It also requires investment in natural spaces that can act as carbon sinks within the city, the region, and globally to accelerate emissions reductions and address the sources of emissions that cannot be eliminated with technology. And although many of the technologies to make the shift to carbon neutrality already exist today, we will need lower-cost and more-efficient technologies for everything from air-source heat pumps to electric buses.

As we chart the steps needed to achieve carbon neutrality, we must ensure the transition is fair and equitable in terms of the cost and burden to people and communities, and that we create good-paying jobs and continue to support the economic vitality that enables us to make our city strong and fair. The City will have to act both inside our borders and at the state, regional, and federal levels. We must inspire all New Yorkers to participate in this ambitious, once-in-a-generation commitment in order to ensure a livable climate and a better future.

SOLAR INSTALLATIONS ON THE ROOFS OF Q204 AND Q445 SCHOOLS IN QUEENS.

Source: Michael Appleton/Mayoral Photography Office





# ACHIEVING CARBON NEUTRALITY IN CITIES 101

## WHY CARBON NEUTRALITY?

In 2018, the Intergovernmental Panel on Climate Change (IPCC) released a report detailing how crucial it is to limit global warming to 1.5°C, and confirming that, to do this, we must collectively pursue strategies to achieve major greenhouse gas emissions reductions ahead of 2030 and reach carbon neutrality as soon as possible.

## WHAT IS A CARBON NEUTRAL CITY?

A carbon neutral city generates net-zero greenhouse gas emissions in all of the sectors it reports on, including — at a minimum — net-zero emissions in the buildings, energy, transportation, and waste sectors.

## WHAT ARE THE BENEFITS AND OPPORTUNITIES?

Carbon neutrality is essential to limiting the impacts of climate change on water and food scarcity, living standards, and human health for generations to come. It also presents a massive opportunity to create more equitable and prosperous cities. Benefits of a net-zero carbon economy include better health and life expectancy of residents, improved air quality, higher productivity and job creation, and more walkable and livable cities.

## HOW CAN CITIES BECOME CARBON NEUTRAL?

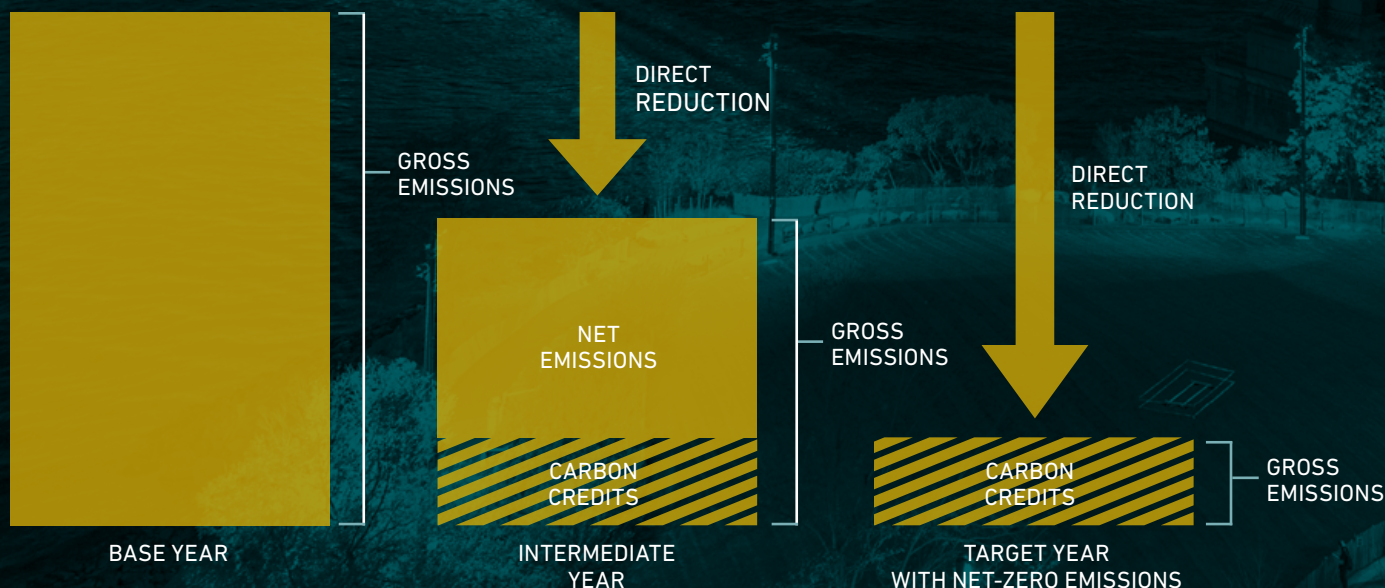
Cities should work with local communities to develop and implement:

- Ambitious climate action plans that reduce emissions and achieve zero or near-zero emissions by a target year
- Strategies to compensate for any residual emissions such as the use of high quality carbon credits to bring net emissions to zero

One carbon credit represents one metric ton of carbon dioxide equivalent that is avoided or removed from the atmosphere through a project that is outside of a city's emissions inventory boundary. Credits are issued for projects such as planting new forests or capturing and destroying methane emissions from farms. Projects must follow strict environmental integrity principles to ensure the credits they generate are valid.

## NEW YORK CITY IS LEADING THE WAY

In 2017, New York City partnered with C40 to establish a working group of cities to develop the guidance document *Defining Carbon Neutrality for Cities & Managing Residual Emissions*, which establishes a shared definition of citywide carbon neutrality, and provides guidance and best practices for approaches that cities can take to achieve carbon neutrality.



After all strategies to reduce greenhouse gas emissions have been exhausted, “residual emissions” may still remain. Carbon credits play an important role on the path to carbon neutrality. They address residual emissions and accelerate emissions reductions, while longer-term infrastructural, regulatory, and economic changes take place.

Source: *Defining Carbon Neutrality for Cities & Managing Residual Emissions: Cities' Perspective & Guidance*



## ENSURE 100 PERCENT CLEAN ELECTRICITY RESOURCES

Achieving carbon neutrality requires a shift to renewable energy from many sources — from rooftop solar energy generation and utility-scale renewables to building- and grid-scale energy storage. Our work to green the grid is necessary to achieve deeper reductions in GHG emissions across our building, transportation, and waste sectors. A clean, resilient electricity grid will improve air quality for residents throughout New York City, support the electrification of building heating and hot water systems, and increase the resiliency of our electricity supply.

Today, the city's electricity is generated by natural gas, as well as nuclear, hydropower, and wind and solar resources from upstate regions. While half of our electricity is generated within city limits, electricity generated outside New York City reaches the city through a network of high-voltage transmission power lines, the majority of which come through the northern part of the city. Once it gets to New York City, electricity travels through a distribution grid composed of underground and above-ground equipment owned and operated by Con Edison to reach the end user.

New York State has committed to 100 percent clean electricity by 2040. This means the deployment of wind, both upstate and offshore, as well as solar power, must expand rapidly in the next 20 years, and will need to be complemented by a significant expansion in energy storage. At the same time, the transition to clean electricity must drive down the energy cost burden. Almost half a million families living in New York City are currently over the state's target for spending on energy bills.

Attaining a clean electricity future, however, is constrained by the available transmission capacity directly connected into New York City. Almost all of the renewables currently deployed in New York are located upstate, but the power lines that bring clean electricity from upstate to New York City are at capacity, so very little can reach the city. In order to open up our grid to existing and new renewables, we will need to build more transmission into New York City in cooperation with New York State, the New York Power Authority, and the New York Independent System Operator.

## CASE STUDY: SOLAR UPTOWN NOW

**IT'S HARD TO KNOW EXACTLY WHAT THE WORLD WILL LOOK LIKE IN 2050**, but New Yorkers got a preview in 2018 when two innovative solar projects launched on affordable housing buildings in Crown Heights and Northern Manhattan. The first, an installation of solar and heat pumps at an affordable co-op in Crown Heights, Brooklyn, was supported by the City's Community Retrofit Program and nonprofits Solar One and the Urban Homesteading Assistance Board (UHAB). The 100 solar panels will generate electricity that will provide solar credits on the utility bills of the individual shareholders in the co-op. This may be the first affordable co-op in New York City to use a Community Shared Solar model to provide the benefits of solar directly to low- and moderate-income households, and demonstrates a model for deploying advanced energy efficiency technologies in affordable housing. In Northern Manhattan, WE ACT for Environmental Justice, UHAB, and Solar One organized Solar Uptown Now, a campaign that installed solar arrays across nine rooftops of affordable buildings in Northern Manhattan, reaching 900 residents. These panels will provide over \$1 million in lifetime electricity savings across the nine participating buildings. More than 90 community residents received solar installation training through the campaign, and the solar partners on the project hired five job trainees to install the solar arrays.

THE SOLAR UPTOWN NOW CAMPAIGN INSTALLED SOLAR ARRAYS ACROSS NORTHERN MANHATTAN ROOFTOPS.

Source: WE ACT for Environmental Justice





*“New York City needs to lead the way by changing its energy sources to be more sustainable. We’ve started the process, and are setting the example for the rest of the country.”*

– Resident of Kensington, Brooklyn

While we are working in coordination with our state, regional, and market partners to expand transmission capacity and increase large-scale renewable energy generation, we will continue to expand renewable generation at the local level by both making it easier to install energy storage and accelerating the expansion of solar on rooftops across the city. We have a long history of generating renewable gas from our city’s wastewater and are now starting to generate renewable gas from our organic waste. Greening the grid and ensuring 100 percent clean electricity resources by 2040 will pave the way for deeper reductions in GHG emissions in buildings, in addition to the transportation and waste sectors, all while creating jobs locally.

- **DIRECTLY CONNECT NEW YORK CITY TO LARGE-SCALE RENEWABLE RESOURCES**

We envision a 50 percent renewable electricity grid by 2030. To make this a reality, the City will need to access large-scale renewables — like solar, hydropower, and on- and offshore wind — from outside the city’s boundaries. As one key initial step, the City, in coordination with New York State, will pursue an investment in new transmission to access large-scale Canadian hydropower at a competitive price, resulting in a 100 percent carbon-free electricity supply for City government operations. At the same time, policies and programs must continue to drive down the high energy cost burden borne by low-income New Yorkers.

- **UNLOCK 500 MW OF BATTERY STORAGE CITYWIDE**

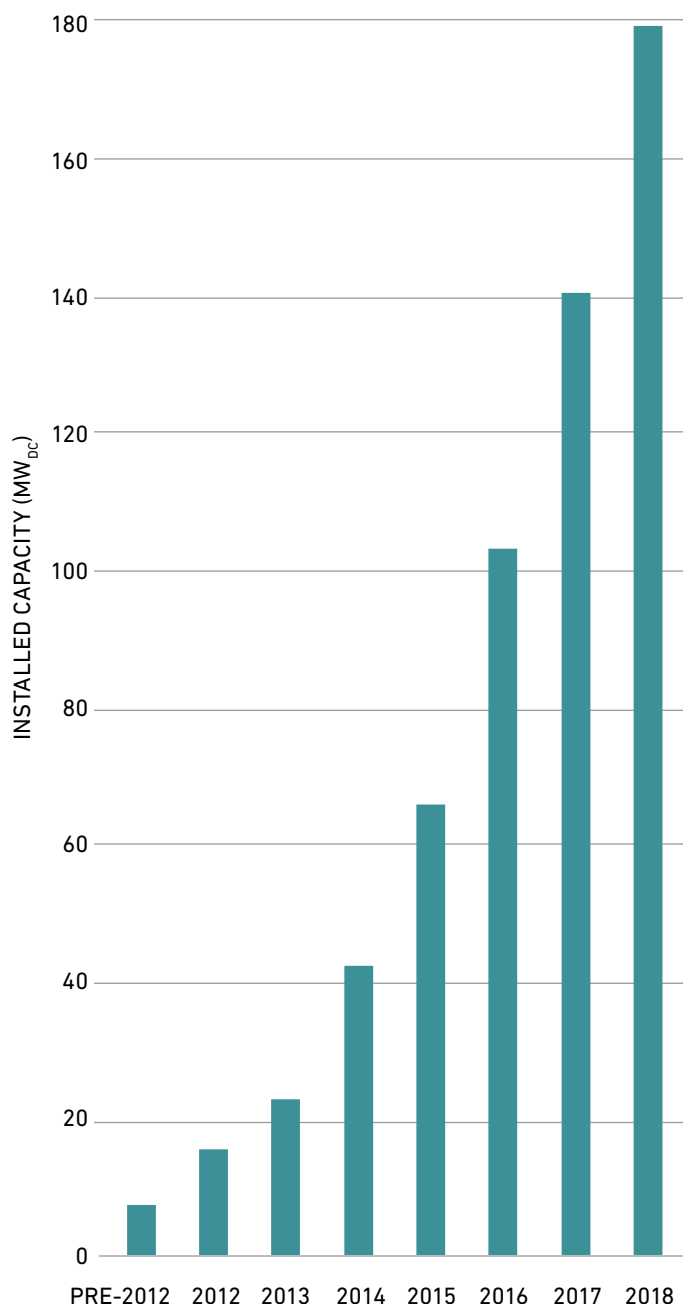
Energy storage resources will be required to balance the intermittent nature of renewable power generation, and we want to have 500 MW of storage available by 2025. To help accelerate the growth of this sector, the City will commit to permitting all small and medium installations within 12 months or less by 2020.

- **SCALE CLEAN DISTRIBUTED ENERGY AND LOAD MANAGEMENT FOR EFFICIENT DISTRIBUTION**

Building on our sevenfold increase in solar capacity since the start of 2014, we will continue to promote solar and other distributed energy generation in the city. We will require more solar and green roof installations on new construction citywide, expand accelerator programs to assist building owners with clean energy projects and the solar installation process, and continue to work with our utility and market partners to implement demand response and load management tools. We will also continue to maximize solar potential on the rooftops of City-owned buildings (see more in *Modern Infrastructure*).

New York City solar deployment has grown exponentially since the start of 2014.

Source: MOS



# NEW YORK CITY'S PATHWAY TO CARBON NEUTRALITY

Source: MOS

## 1 NEAR-TERM ACTIONS

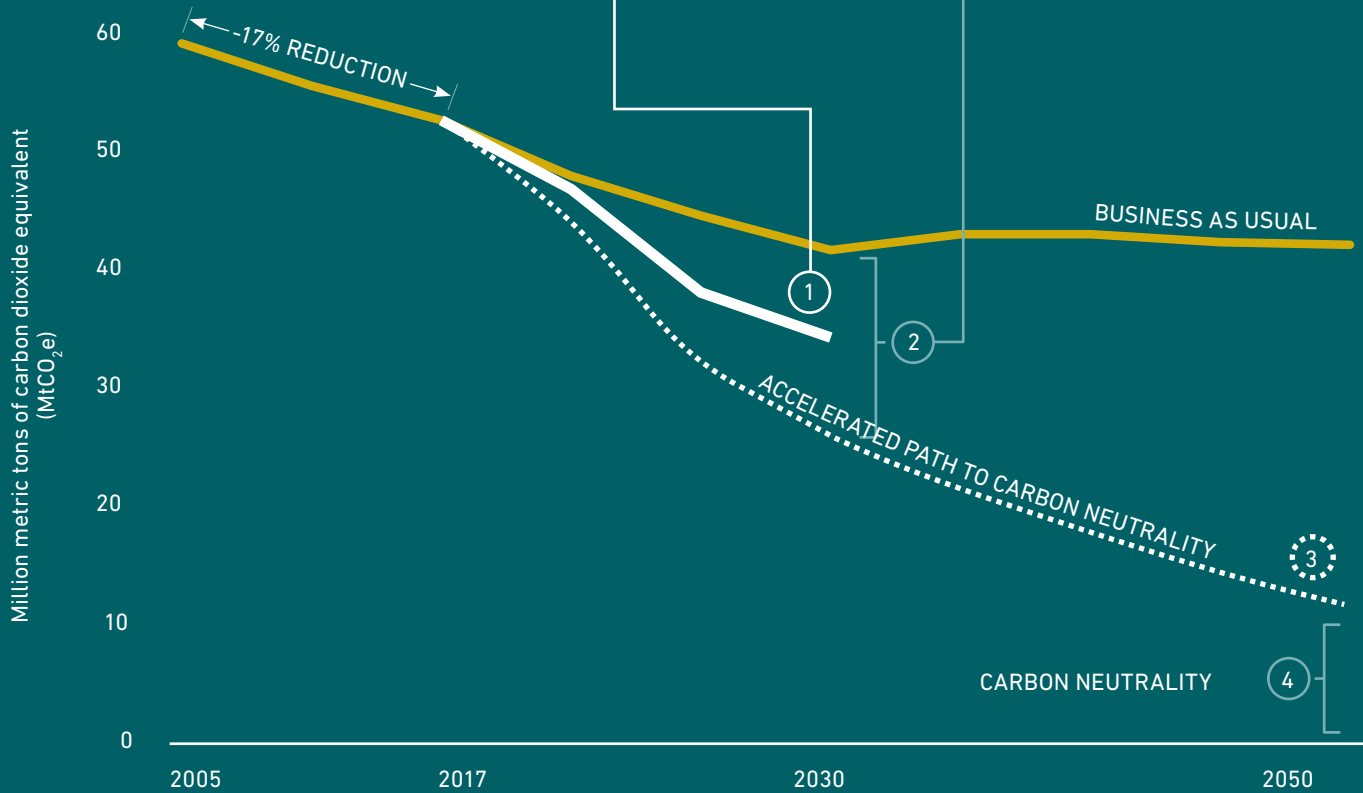
*1.5°C: Aligning New York City with the Paris Climate Agreement* established an accelerated path to carbon neutrality. Now, we will go even further to reduce our emissions and move our city in the right direction:

- 100 percent renewable electricity in City government operations
- Building energy performance mandates
- EV infrastructure
- Zero waste in City government operations

## 2 2050 ACTIONS

Through 2050, we will need continued action, collaboration, and partnership across communities, sectors, geographic boundaries, and all levels of government including:

- Ending our reliance on fossil fuels and ensuring 100 percent clean electricity resources
- Adopting more sustainable lifestyles
- Practicing smart urban planning and prioritizing sustainable modes of transit in dense neighborhoods



## 3 ACCELERATED PATH TO CARBON NEUTRALITY

Reaching our long-term climate objectives will require persistent effort and constant reevaluation of progress, strategies, and follow through.

## 4 CARBON NEUTRALITY

New York City will achieve carbon neutrality by reducing in-city emissions as much as is technically feasible and offsetting any remaining emissions with carbon credits.

## PURSUE DEEP CUTS IN EMISSIONS AND GAINS IN EFFICIENCY ACROSS ALL BUILDINGS AND INFRASTRUCTURE

We have made progress since 2015 in reducing GHG emissions in residential and commercial buildings, with more than 5,000 privately-owned buildings assisted by the Retrofit Accelerator and Community Retrofit NYC programs, reducing 95,000 metric tons of carbon dioxide equivalent. Buildings, however, still represent roughly 70 percent of the city's GHG emissions profile; our buildings—old and new—will need to change dramatically in order to achieve carbon neutrality. The City will expand our initiatives to support deep energy retrofits in nearly every building in New York City, as well as require new buildings to eliminate their carbon emissions footprint. This includes buildings with inefficient glass facades. Existing glass-walled buildings will be required to dramatically improve performance, in line with the City's mandates, and we will not allow all-glass facades in new construction, unless they meet strict new performance guidelines. Together, these actions will make inefficient glass-heavy building designs a relic of the past. And to help ensure that every building in New York City is able to participate in the transition to carbon neutrality, we will increase technical assistance programs and the availability of financing.

- **IMPLEMENT CITYWIDE ENERGY EFFICIENCY AND INTENSITY MANDATE**

In 2017, the City recognized that voluntary action was not sufficient and proposed mandatory energy use limits for existing buildings. The City is now working with City Council to implement legislative requirements to dramatically cut emissions in buildings over 25,000 square feet. We will then continue to protect affordability while expanding the benefits of energy efficiency upgrades to all buildings including affordable housing units and buildings smaller than the previously mandated threshold. To ensure every building has flexibility to meet the mandates, the City will study and launch an emissions trading regime. This first-of-its-kind program will provide an alternate pathway for mandate compliance while encouraging building owners to achieve even deeper savings than required by law.

- **REQUIRE NEW BUILDINGS BE BUILT TO NET-ZERO ENERGY**

Local Law 32 of 2017 introduced performance-based stretch-energy codes that require new construction be built to the latest energy efficiency standards. To meet the commitment of the Net-Zero Buildings Declaration, signed alongside 19 global cities in 2018, we will continue to work toward net-zero energy for all newly constructed buildings by 2030. The City will also pursue legislation to further regulate glass-walled buildings.

- **ACHIEVE DEEP EMISSIONS REDUCTIONS FROM CITY-OWNED BUILDINGS**

We will continue to lead by example and reduce GHG emissions using a portfolio-based approach for City buildings. Through creative and ambitious energy efficiency, clean energy, and innovative technology projects and programs, the City has

already achieved a 30 percent reduction from 2005 levels across our building portfolio, and will achieve a 50 percent reduction from City-owned buildings and operations by 2030 on the path to carbon neutral buildings.

- **REACH NET-ZERO ENERGY ACROSS CITY WASTEWATER RESOURCE RECOVERY FACILITIES**

The City will continue to implement deep energy-saving measures, increase the production of renewable gas through digestion of wastewater and organic waste, and generate renewable electricity to reach net-zero energy for treatment of wastewater by 2050.

- **INCREASE THE CAPACITY OF TECHNICAL AND FINANCIAL ASSISTANCE PROGRAMS**

The City will triple the capacity of the Retrofit Accelerator and Community Retrofit NYC programs to include new construction, smaller buildings, more neighborhoods, and support for deeper energy retrofits. These programs provide technical assistance and guidance to help building owners upgrade their systems, identify incentives, connect with qualified contractors, and train building operators. We will also strengthen the City's Green Housing and Preservation Program, which provides low- or no-interest loans to finance energy efficiency improvements.

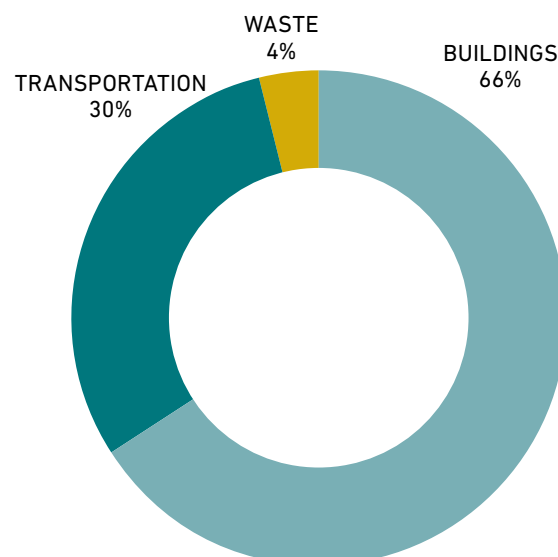
- **MAKE PROPERTY-ASSESSED CLEAN ENERGY (PACE) FINANCING AVAILABLE IN NEW YORK CITY**

The City will work with City Council and local financial institutions to enable property owners to access PACE financing, a low-cost mechanism for making energy-efficiency upgrades that is available in states and cities across the country.

Buildings account for two-thirds of New York City's GHG emissions.

### GHG EMISSIONS BY SECTOR

Source: MOS





## PROMOTE SUSTAINABLE TRANSPORTATION OPTIONS

A clean, safe, and affordable energy-efficient transportation network is critical to reaching our GHG-reduction goal. To achieve a carbon neutral transportation system, we will need to reduce our dependence on cars and ensure all transportation needs — including, but not limited to, commuting and freight — shift to more sustainable alternatives. We must reach an 80 percent sustainable mode share — trips completed via walking, biking, or transit — for commuting by 2050, and reduce or eliminate emissions for the remaining trips through the widespread adoption of alternative-fuel vehicles. This will require an expansion of electric charging networks for all types of vehicles, a reimagining of our streetscapes to encourage further shifts away from single-occupancy vehicles, and working with major employers and institutions to manage transportation. Even the way goods move around the city will need to change: Zero or near-zero emission vehicles will serve the city's freight needs, complementing the use of barges, rail, and last mile “micromobility” options such as cargo bicycles.

See *Efficient Mobility* and *Modern Infrastructure* for a comprehensive vision for a safer, more-accessible, and more-sustainable citywide transportation system. Key commitments include:

- **DEVELOP A CITYWIDE NETWORK OF EV CHARGING INFRASTRUCTURE**

In order to encourage EV adoption, we will increase the number of publicly available EV chargers across the five boroughs by installing a network of fast charging stations on City-owned property and piloting curbside Level 2 charging in partnership with Con Edison.

- **REDUCE THE CITY'S MUNICIPAL FLEET AND LOWER EMISSIONS**

The City is making smart reforms to our municipal fleet, capitalizing on emerging technology and transportation trends to reduce the number and size of City vehicles and vehicle miles traveled, thereby reducing emissions, and by 2040, the City fleet will be carbon neutral. Near term emissions reductions will be achieved by implementing renewable diesel fuel, accelerating the transition to EV and hybrid vehicles, and increasing the efficiency of the fleet. Longer-term reductions will rely on achieving a 100 percent clean electricity grid and encouraging technological advances for emergency response and other heavy vehicles.

- **INCENTIVIZE COMMERCIAL AND FLEET VEHICLES TO REDUCE EMISSIONS**

We will explore dedicated curb space for zero-emission vehicles, expand clean truck programs, and use advanced sensing for vehicle air pollution. We will encourage operators to upgrade their fleet vehicles to the most efficient models available. The City will also leverage funding allocated by the Volkswagen settlement to promote diesel-to-electric replacements of commercial vehicles.

Adopting EVs will help New York City achieve carbon neutrality.

Source: DCAS

2,000

EXPECTED NUMBER OF ON-ROAD  
EVs IN CITY FLEET BY JUNE 2019

555

EV CHARGING STATIONS  
FOR CITY FLEET

1,750

CITY ON-ROAD EV FLEET

60

SOLAR CARPORTS TO SUPPORT EV CHARGING  
(NON-GRID CONNECTED)

- **ESTABLISH COMMERCIAL WASTE ZONES**

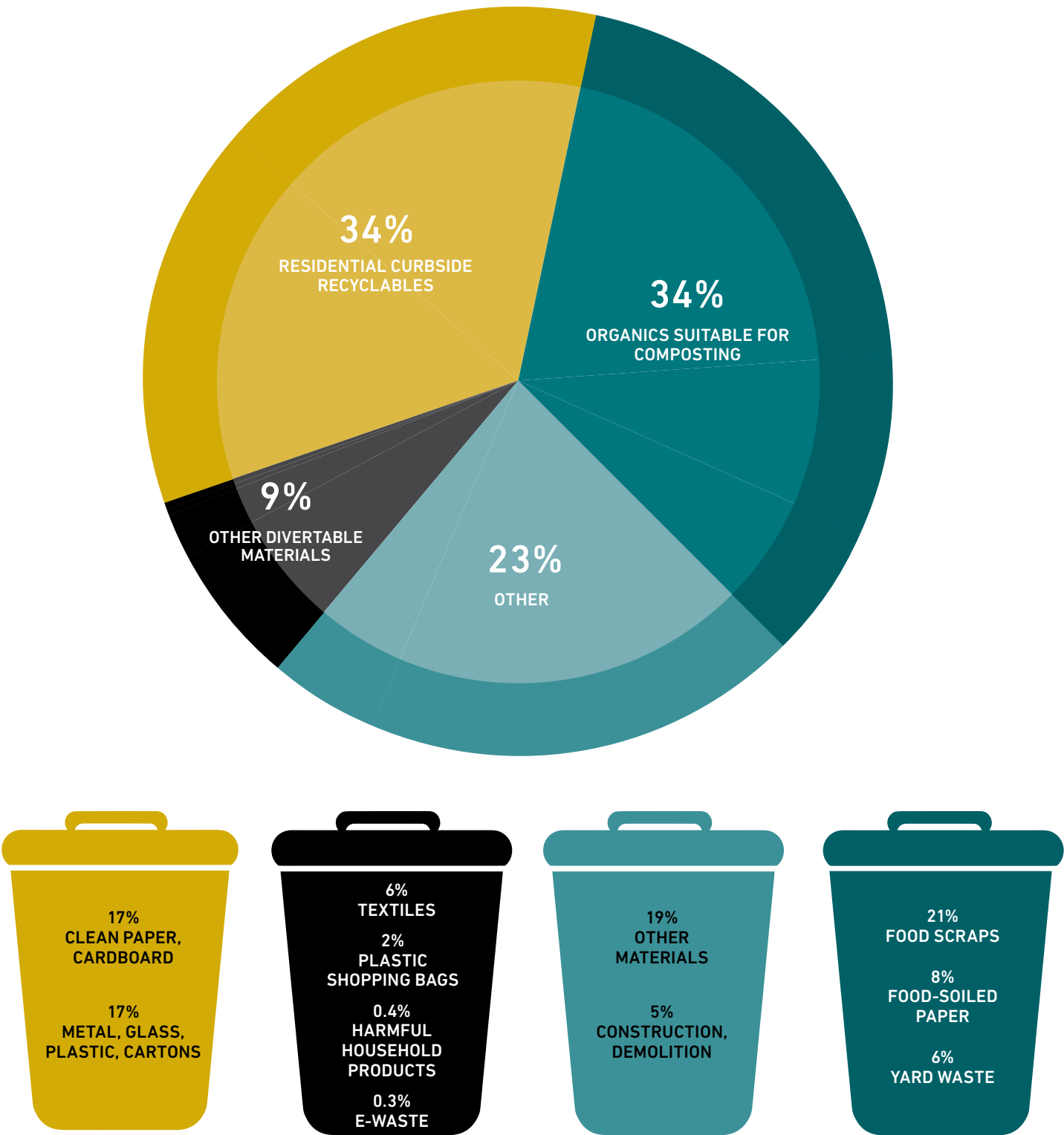
Commercial waste zoning will reduce truck traffic associated with commercial waste collection by more than 50 percent, with corresponding air quality and GHG emissions improvements. It will also give the City additional tools to promote zero waste, enforce existing laws, ensure safety and worker rights, and advance the City's efficient transportation goals, while creating high-quality, low-cost waste management services. To do this, we will reform the City's commercial waste collection system and associated regulatory framework. We will also continue to expand the types of establishments covered under the City's commercial organics law, with the goal of covering all potential categories.

Over one-third of New York City’s residential waste by tonnage comes from organics.

Landfilling organics results in the release of methane, a potent GHG. Reducing, composting, and digesting organics for energy are key strategies to reducing GHG emissions from the waste sector.

NEW YORK CITY RESIDENTIAL WASTE PROFILE

Source: DSNY



Sums of individual waste streams might not equal the total due to rounding.

## ADOPT ZERO WASTE MANAGEMENT STRATEGIES CITYWIDE

Waste comprises an important part of the City's GHG emission profile. When our organic trash goes to landfill, it decomposes and generates methane, a greenhouse gas roughly 30 times more potent than carbon dioxide. The farther we have to transport our trash to landfills, the more emissions are generated. Conversely, our carbon footprint will shrink if we reduce the amount of waste generated by New Yorkers, and encourage sustainable products that can be more easily recycled at their end of life.

While New Yorkers produce less waste than ever before, a large percentage of what we send to landfills could be diverted to beneficial use and support our climate mitigation goals. The City's 2017 *Waste Characterization Study* shows that if every New Yorker recycled and composted perfectly, we could divert 68 percent of our trash from landfills. Recycled paper, cardboard, metal, glass, and plastic are used in the manufacturing of new products. Organic material, food scraps, and yard waste are turned into compost — a natural soil amendment that improves soil health — and renewable energy (including electricity, heat, and fuel) through anaerobic digestion.

Through our Zero Waste initiatives, we have implemented the country's largest curbside organics program, providing organics collection to more than 3.5 million New Yorkers, or more than a third of the city. We have increased the citywide residential diversion rate to over 20 percent — and we are recycling more than ever. We are using the power of policy to hold product manufacturers accountable for sustainable design choices, including a ban on foam products, which have widely available recyclable alternatives.

Despite these successes, we continue to face local, regional, and global challenges to our Zero Waste goals. Our population continues to grow and produce more trash, even as our per capita waste generation goes down. Global recycling markets are also experiencing a period of instability that has left some municipalities with no other option than to send their recyclables to landfills. In New York City, past investments in recycling infrastructure have allowed our program to remain strong; however, we need to be creative and committed, and have the participation of all New Yorkers, to reach our goal.

### • **TRANSITION TO MANDATORY ORGANICS COLLECTION CITYWIDE**

The City will pursue expanding the country's largest organics management program, including curbside pickup, drop-off sites, and support for community composting opportunities, by working with the City Council to establish mandatory organics recycling citywide — phasing in starting in low- and medium-density areas that already have access to organics collection and expanding over time to include the entire city — so that all New Yorkers can participate. We will also increase the diversion of organics from commercial establishments. Organics will continue to be used for compost and energy production.

### • **DEVELOP REGIONAL ORGANICS PROCESSING CAPACITY TO HANDLE 1 MILLION TONS OF FOOD AND YARD WASTE PER YEAR**

We will increase our capacity to process organics both inside and outside the city, working with our agencies and private-sector partners to process organics for beneficial use. Some organic wastes can be processed into renewable natural gas using digesters, whereas others can continue to be turned into soil amendments or compost for use in our parks, green infrastructure, landscaping, street trees, gardens, and farms.

### • **REACH ZERO WASTE ACROSS NEW YORK CITY GOVERNMENT OPERATIONS**

The City will lead by example and implement sustainable waste management strategies and operations in City buildings, facilities, and programs. We will add organics collection service at all agencies, design buildings for zero waste in all new construction, leverage procurement requirements to minimize the purchase of non-divertible goods, maximize capture rates of recyclables at City agencies, and beneficially use our biosolids.

### • **MAXIMIZE THE DIVERSION OF TRADITIONAL RECYCLABLES, TEXTILES, AND OTHER PRODUCTS**

New Yorkers throw away about half of their recyclables — and 10 percent of the waste stream consists of textiles and other products that could be diverted to beneficial use. For example, we throw away nearly 200,000 tons of textile waste citywide per year, at great cost to both taxpayers and our environment. We will provide universal access to programs to divert these materials and motivate New Yorkers through education and outreach. We will also pursue increased compliance through expanded enforcement. At the same time, we will strengthen demand for these recyclable items by working with manufacturers to use recycled content in new products. We will also expand the use of extended producer-responsibility measures to keep more products out of our landfills and continue to reduce the amount of non-recyclable products in our waste stream. We will work with our City and State partners to implement a ban on single-use plastic bags and a fee on paper bags.

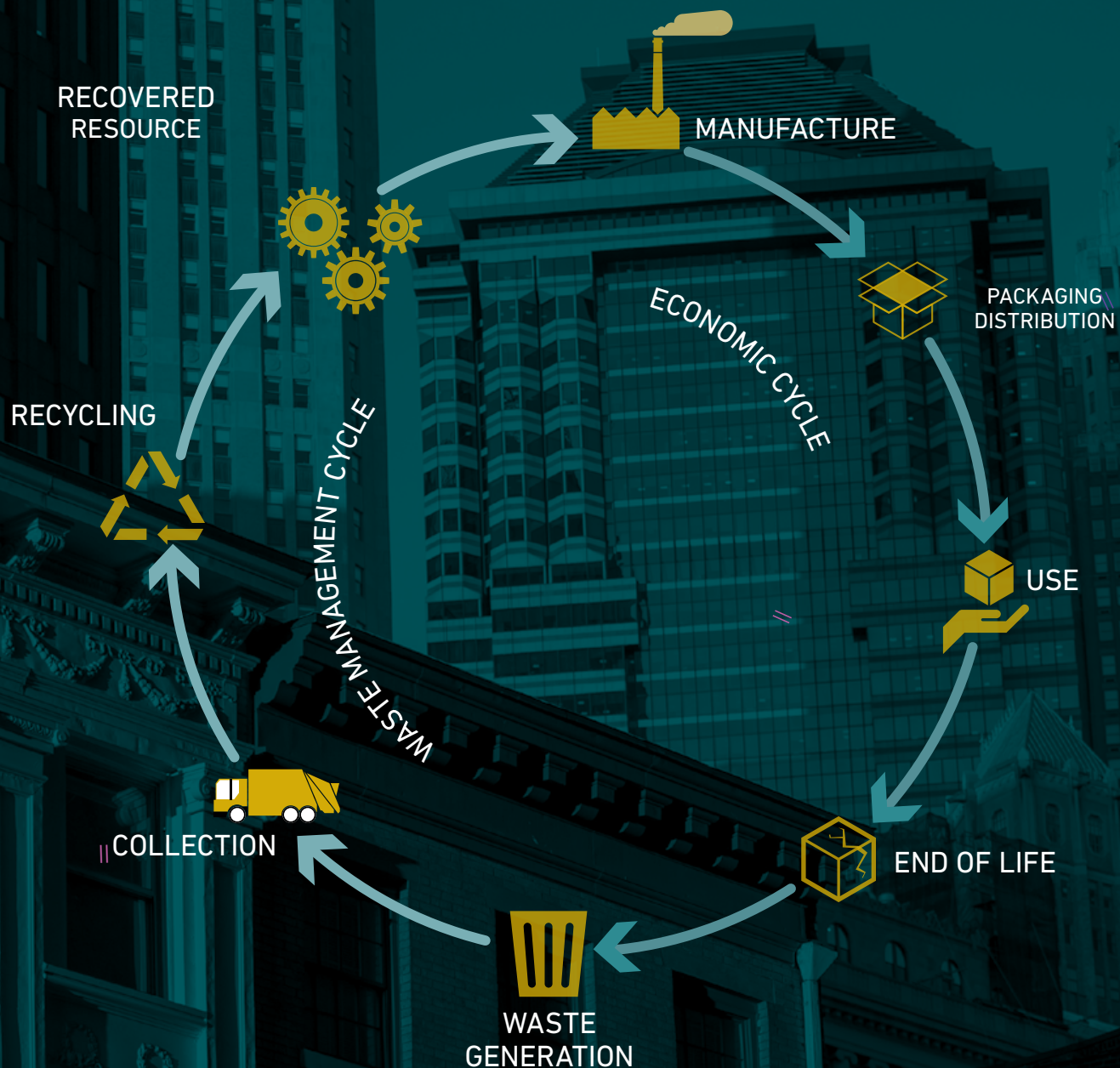
### • **TRANSITION NEW YORK CITY TOWARD A CIRCULAR ECONOMY**

New York City will become a center of excellence for sustainable product design by partnering with the private sector to design and market products that are reusable, repairable, or recyclable. We will create incentives and infrastructure for city businesses and consumers to use recycled materials to support the growth of closed-loop recycling. Through the power of policy, advocacy, procurement, and regulation, we will take a leadership role in driving brands and product manufacturers to design for returnability, reusability, repairability, recyclability, and compostability. We will also expand the use of extended producer-responsibility measures to keep more products out of our landfills. We will raise consumer awareness, explore new business models, and incorporate technological innovations.



# THE CIRCULAR ECONOMY

Source: MOS



In our current linear economy, manufacturers operate in the “take-make-dispose” model, in which they use finite resources to create products that are disposed of after a limited life. This system has contributed to negative consequences including air and water pollution, deforestation, depletion of natural resources, creation of landfills, and loss of biodiversity.

We have seen these impacts on a local level, as New York City has run out of landfills and begun the costly practice of transporting disposed waste. Meanwhile, China, formerly the recipient of much of the recyclable and scrap material from the United States,

has placed a ban on the importation of disposed waste, shifting the responsibility back to the local level.

This has, in part, prompted a global systemic shift toward the circular economy, a model that goes beyond recycling to reduce or eliminate waste — even before it is set out for collection — through reuse, innovative and intentional business models, technology, and design. In the circular economy framework, materials are valued throughout their lifecycle and kept in use longer. The circular economy model will not only help the City achieve its goals, it presents an opportunity for economic growth and job creation.





HARBOR SCHOOL STUDENTS SUPPORTING THE BILLION OYSTER PROJECT.

Source: Hunter College New York City Food Policy Center

## SUPPORT EVERY NEW YORKER IN THE SHIFT TO A MORE SUSTAINABLE LIFESTYLE

Carbon neutrality is an “all-hands-on-deck” effort requiring collaboration, hard work, creativity, and ingenuity from individuals and organizations. We will work with existing and new partners from communities, corporations, and all sectors of civil society to create a just and accessible carbon neutral future. To help New Yorkers participate in the transition to carbon neutrality, we will build on the progress made so far and expand successful efforts.

- **EXPAND THE GREENYC PROGRAM TO MAXIMIZE CIVIC ACTION AND ENCOURAGE MORE NEW YORKERS TO LIVE SUSTAINABLY**

GreenYC, which supports resident behaviors that reduce emissions, will be expanded to include single-use plastics and other nonrecyclable or non-compostable waste, as well as awareness and behavior-change campaigns to support residents as they transition to EVs, and implement building energy efficiency measures.

- **EXPAND THE SCOPE OF THE NYC CARBON CHALLENGE TO FURTHER ENGAGE THE PRIVATE SECTOR**

The NYC Carbon Challenge, which partners with New York City institutions in committing to lowering their emissions beyond what’s legally required, has so far reduced 600,000 metric tons of GHG emissions. To achieve greater impact, the program will be expanded to measure additional sources of emissions, including transportation and waste, and will consider expansion to new building categories not currently represented in the Challenge.

- **ADOPT MORE SUSTAINABLE CONSUMPTION PRACTICES IN CITY GOVERNMENT OPERATIONS**

The City will shift away from goods that have an outsized impact on the environment and identify opportunities to reduce waste and cut GHG emissions throughout City government. Through updates to our Environmentally Preferable Purchasing (EPP) and

executive action, we are ending the purchasing of unnecessary single-use plastic foodware, reducing the purchasing of beef, and phasing out the purchasing of processed meat.

Single-use plastic foodware — including straws, cutlery, cups, plates, bowls, and trays — are designed to be used once and then thrown away. These petroleum-based products are a threat to our neighborhoods, waterways, and climate. The City is ending the purchasing of unnecessary single-use plastic foodware, switching to compostable, reusable, or recyclable alternatives while maintaining a sufficient supply of single-use plastic foodware for those who need it. And we will work with City Council to expand these requirements to private businesses.

Building on the success of implementing Meatless Mondays at all New York City public schools, the City will reduce the purchasing of beef by 50 percent. Beef has a relatively high environmental footprint compared to poultry, pork, and plant-based foods. Beef cattle, managing manure, and manufacturing fertilizer produces nitrous oxide and methane, two climate-warming pollutants 298 and 25 times more powerful than carbon dioxide, respectively. Processed meat consumption is linked with increased risk of cancer and is often high in saturated fat and sodium which is linked with heart disease. This policy would offer health benefits to the most vulnerable New Yorkers.

- **EXPAND OPPORTUNITIES FOR CLIMATE AND SUSTAINABILITY LITERACY FOR EDUCATORS AND STUDENTS**

The City will support local programs, organizations, and our agencies to expand climate and sustainability education resources in schools, including professional learning and curriculum development or alignment. Building on successful efforts such as Solar Schools curricula and youth climate summits, we will leverage and promote resources, programming, and events to engage and empower youth in climate action.

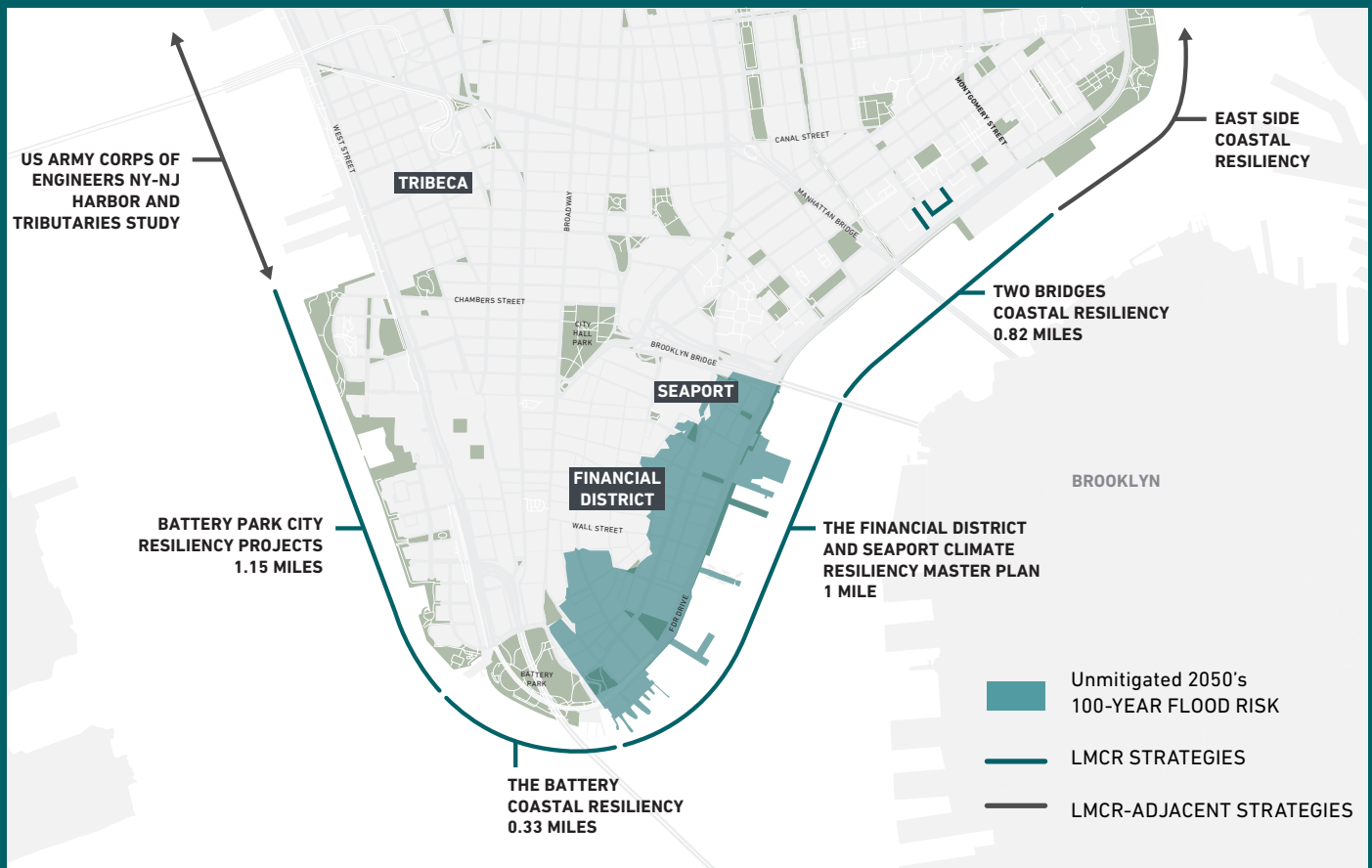
# LOWER MANHATTAN COASTAL RESILIENCY

In March 2019, New York City released the first-ever comprehensive study of climate risks to Lower Manhattan, one of the city's most important economic centers and the home to a growing number of residents. By the year 2100, 20 percent of streets in Lower Manhattan will be exposed to daily tidal flooding, and storm surge will continue to pose a widespread and severe threat to the area.

As a result of this study, the City is advancing approximately \$500 million in flood-risk-reduction projects in the Two Bridges neighborhood, The Battery, and Battery Park City, covering 70 percent of the Lower Manhattan shoreline. The City will deploy Interim Flood Protection Measures in the Seaport and parts of the Financial District and Two Bridges neighborhoods in time for the 2019 hurricane season.

In the low-lying and highly constrained Seaport and Financial District, which represent the remaining 30 percent of the Lower Manhattan coast, land-based adaptation measures were found to be technically infeasible. To protect these neighborhoods from sea level rise, coastal storms, and other climate threats, the City is moving forward with an ambitious plan to extend the shoreline into the East River. This will create a new piece of land with high points at or above 20 feet from the current sea level. The exact extent of the new shoreline, along with the design and construction of this innovative flood protection system, will be determined through an extensive public engagement process.

New York City is advancing multiple projects to protect Lower Manhattan from flooding.





# INITIATIVE 21 OF 30

## STRENGTHEN COMMUNITIES, BUILDINGS, INFRASTRUCTURE, AND WATERFRONT TO BE MORE RESILIENT

### **HURRICANE SANDY FOREVER CHANGED THE FACE OF OUR CITY, STARKLY HIGHLIGHTING OUR PHYSICAL AND SOCIAL VULNERABILITIES TO COASTAL STORMS AND EXTREME WEATHER EVENTS.**

As climate change continues to worsen, we can expect more powerful and destructive storms that will threaten residents, communities, and our economy — along with higher temperatures, increased precipitation, and rising seas.

To ensure New York City is prepared, we will advance an innovative, multilayered plan that enables a just and equitable transition to citywide climate resiliency. This strategy will mitigate the physical risks of climate change, empower New Yorkers to take climate-smart adaptation measures, and streamline and transform our policies and governance structures to support climate resiliency.

### **MITIGATE PHYSICAL RISKS POSED BY CLIMATE CHANGE BY DELIVERING CRITICAL PROJECTS**

New York City is making changes to its physical environment to promote resiliency and mitigate the most dangerous and destructive climate impacts. This includes hardening stormwater, wastewater, and other critical infrastructure to withstand climate impacts, and advancing nature-based solutions, such as wetland and forest restoration, to stabilize shorelines, reduce erosion, act as carbon sinks, and mitigate urban heat island effects. The City is also working with federal partners and making significant investments to mitigate neighborhood coastal flood risks, with a series of projects.

### **PARTNERSHIP WITH THE U.S. ARMY CORPS OF ENGINEERS**

The City is continuing to work closely with the U.S. Army Corps of Engineers (Corps), which is leading several projects that will reshape New York City's shoreline and could forever change New York Harbor and the surrounding region. This partnership has already resulted in new protections for New Yorkers, including nearly 5 miles of new dunes across the Rockaway Peninsula.

The City is currently working with the Corps on more than \$1 billion worth of funded resiliency projects on Staten Island and in Queens. Construction of the Staten Island Levee project, which will mitigate flood risks along 5.3 miles of Staten Island's East Shore, will begin in 2020, with full completion expected in 2024. In Southeast

Queens, the City and the Corps are working on a multilayered plan that will include a new tapered groin field and reinforced dune on Rockaway Beach combined with a system of berms, floodwalls, and nature-based features to increase resiliency for bayside communities. The Corps has set the goal of beginning the first elements of construction on this plan in late 2019.

The City, along with other state and local governments, is also collaborating with the Corps on the New York and New Jersey Harbor and Tributaries Study, which examines comprehensive resiliency solutions for the New York Harbor area. Depending on the scale of the projects recommended by this study, these efforts could take decades and billions of dollars to construct. As climate threats are here now, and will only continue to mount, the City will continue advancing its own coastal protection strategy while working with federal partners on additional long-term resiliency projects.

- **MITIGATE NEIGHBORHOOD COASTAL FLOOD RISKS**

The City will implement coastal projects designed to protect vulnerable coastal areas. These projects will be located in Lower Manhattan, Red Hook, the Rockaways, Jamaica Bay, the East Shore of Staten Island, and other at-risk areas.

- **MITIGATE PHYSICAL RISKS TO CRITICAL INFRASTRUCTURE**

The City will collaborate with local utilities to strengthen their energy and telecommunications assets against the impacts of climate change, and ensure climate risks are incorporated into system planning and design. The City will also harden transportation services, wastewater treatment plants, and sewers to provide critical services in the face of climate change.

- **ADVANCE NATURE-BASED SOLUTIONS TO MITIGATE PHYSICAL RISKS POSED BY CLIMATE CHANGE**

The City will increase the health and resiliency of green and natural infrastructure that provide vital services through stormwater management, coastal protection, and heat mitigation, as well as provide spaces that offer opportunities for education, engagement, and stewardship, and foster community interactions and togetherness that lead to neighborhood trust and social resiliency.

## **EMPOWER NEW YORKERS TO TAKE CLIMATE-SMART ADAPTATION MEASURES**

New York City will build capacity and provide the necessary tools and information to enable individuals, community groups, civic organizations, and businesses to prepare and plan for climate change.

- **EXPAND FLOOD-RISK AWARENESS, FLOOD-INSURANCE UPTAKE, AND RESILIENCY RETROFITS CITYWIDE**

The impacts of climate change on the city's built environment will be exacerbated over the coming years by sea level rise, torrential rainfall, and more powerful storms. We must build awareness and enable resiliency retrofits among all property owners and renters in the floodplain. The City is developing resources for property owners and renters to understand their flood risk and invest in flood mitigation to adapt — and build resiliency — to climate change. As the City's flood risk increases, flood insurance is a critical tool to ensure financial resiliency. The City will partner with FEMA and community organizations to increase the number of flood insurance enrollments.

- **PROMOTE COMMUNITY-LED EMERGENCY PREPAREDNESS AND PLANNING, AND INCREASE CIVIC ENGAGEMENT IN RESPONSE TO CLIMATE CHANGE**

Civic engagement and community-led emergency preparedness and planning help strengthen communities and encourage neighbors to help one another before and after climate-related disasters. Promoting volunteer opportunities, building volunteer capacity in nonprofits and agencies that provide services to at-risk New Yorkers, and engaging a diverse cross section of city residents as volunteers to address the city's greatest needs are all critical steps to building resiliency.

- **ENCOURAGE COMMUNITY ORGANIZATIONS AND SMALL BUSINESSES TO TAKE CLIMATE-SMART ADAPTATION MEASURES**

Community groups and small businesses can provide vital services in neighborhoods in times of disaster. Assisting small businesses with developing emergency and continuity of operations plans — and providing support for them to make climate-smart investments — increases overall community resiliency.

- **PROMOTE CLIMATE HEALTH PREPAREDNESS FOR HEAT-VULNERABLE NEW YORKERS**

As summers become hotter and our population ages, it is critical the City continues to engage New Yorkers in extreme-heat preparedness. Stewarding street trees and green infrastructure; coating roofs white; and checking in on at-risk family, friends, and neighbors are all critical steps to increase community resiliency and promote equity.

## **DEVELOP POLICIES AND GOVERNANCE STRUCTURES TO SUPPORT CLIMATE RESILIENCY AND ADAPTATION**

Our scientific understanding of climate change has deepened significantly over recent decades. The government's response to climate risks has not kept pace. Important tools are embedded in the City's legal and regulatory frameworks, including the zoning resolution, building codes, and others. By undertaking strategic regulatory reforms, the City can improve these tools, integrate climate resiliency features into future City capital projects, and help streamline ongoing resiliency projects. In developing new policies and reevaluating and modernizing governance structures, New York City will streamline and improve the planning and management of its multilayered resiliency plan in cooperation with state and federal partners.

- **EXPLORE ESTABLISHING A WATERFRONT MANAGEMENT STRUCTURE FOR NEW AND EXISTING INFRASTRUCTURE**

City-level legislation, regulation, and governance structures play an important role in helping public entities, households, and private businesses prepare for the impacts of a changing climate. The City is exploring establishing a management structure that will address oversight, inspections, and ongoing maintenance and operations of flood-control infrastructure such as floodwalls, berms, and levees, as well as existing waterfront infrastructure such as bulkheads and piers.

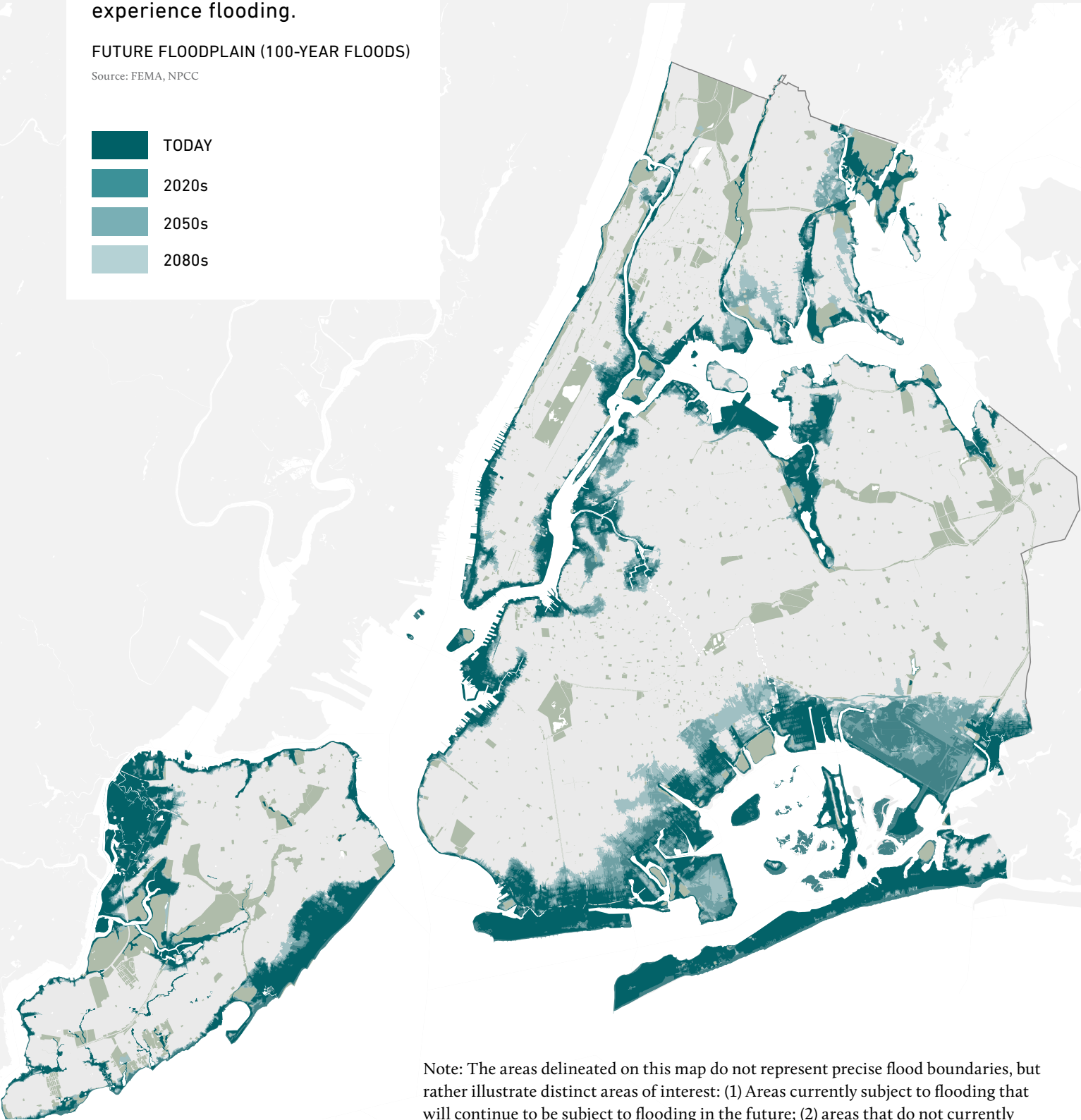
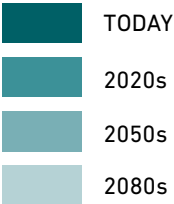
*“Be proactive to protect against sea level rise and the effects of increasingly powerful hurricanes.”*

– Resident of Yorkville, Manhattan

As sea levels rise, more of New York City's neighborhoods will experience flooding.

FUTURE FLOODPLAIN (100-YEAR FLOODS)

Source: FEMA, NPCC



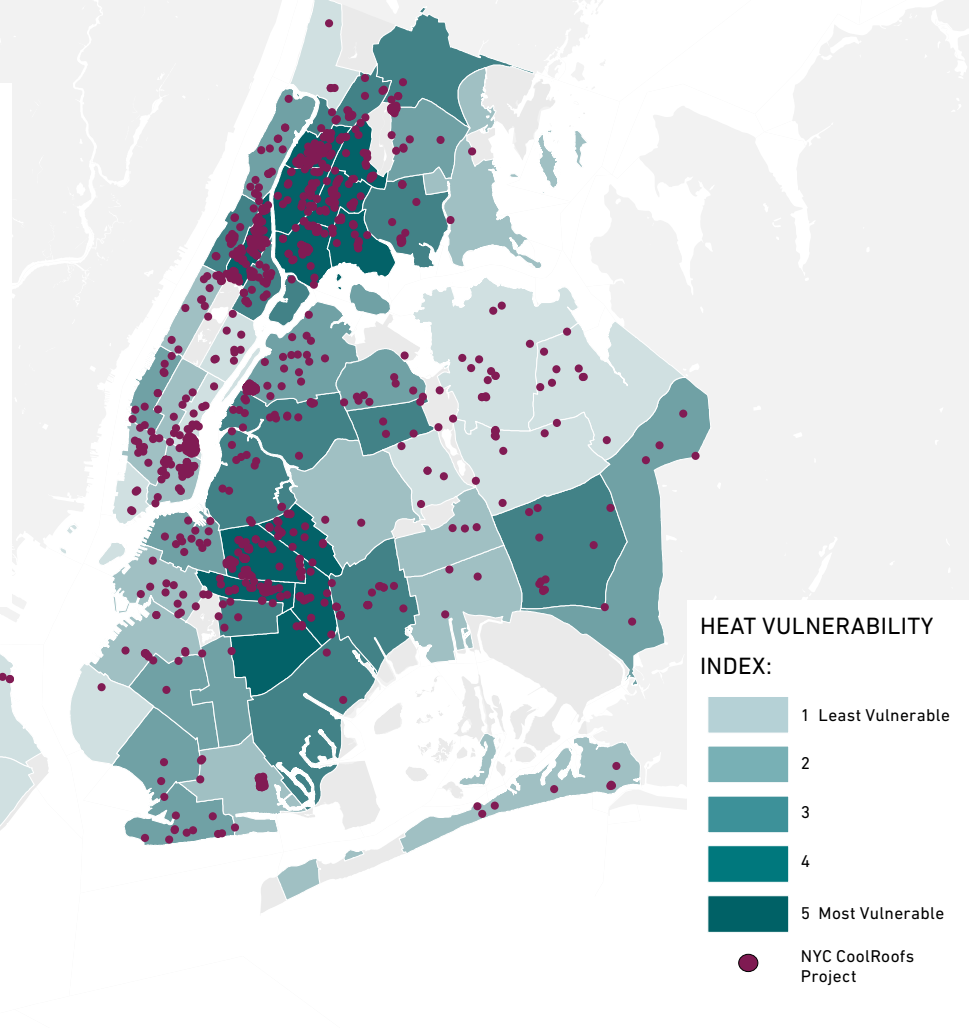
Note: The areas delineated on this map do not represent precise flood boundaries, but rather illustrate distinct areas of interest: (1) Areas currently subject to flooding that will continue to be subject to flooding in the future; (2) areas that do not currently flood but are expected to experience flooding in the future; and (3) areas that do not currently flood and are unlikely to do so in the timeline of the climate projection scenarios (end of the current century).



## The NYC CoolRoofs program addresses resiliency in heat-vulnerable communities.

Source: DOHMH, MOR

NYC CoolRoofs program promotes climate justice by prioritizing the installation of reflective roof coatings in New York City's most heat-vulnerable communities to help lower local temperatures and mitigate the health impacts of the urban heat island effect. Cool roofs also lower costs for building owners, conserve energy, and reduce the emissions driving climate change.



## RISKS OF HEAT-RELATED ILLNESSES

As New York City's climate is warming, cooling our neighborhoods, improving access to cool spaces, and sharing heat health messages are life-saving strategies. Most New Yorkers who fall ill or die from heat-related illness do so alone and at home. The Heat Vulnerability Index, shown on the map above, identifies areas where residents face increased risk of adverse health effects due to extreme heat. Some New Yorkers are more at risk of death or heat-related illnesses during heat waves, including older adults, low income people, non-Hispanic black residents, and those that have certain health conditions.

Heat illness and death are preventable with air conditioning, but many at-risk individuals are unable to purchase or pay to run air conditioning during very hot weather. Only 70 percent of households in Brownsville, Brooklyn one of the city's most heat-vulnerable neighborhoods, had air conditioning coverage compared with 99 percent of households on the South Shore of Staten Island, one of the city's least heat-vulnerable neighborhoods. Increasing street trees and vegetation, painting roofs white, ensuring residents are aware of cooling center locations, and promoting health messages in the city's most heat-vulnerable neighborhoods also help to combat the effect that extreme weather and the built environment have on the heat vulnerability of our residents.

- **CONTINUE TO REFINE THE CLIMATE RESILIENCY DESIGN GUIDELINES**

As climate science continues to evolve and resilient design matures, the City will continue to refine and strengthen the Climate Resiliency Design Guidelines, which help architects and engineers integrate future-looking climate change data into the design of buildings, landscapes, and infrastructure. The City developed these guidelines as a tool to help prepare our municipal facilities for the impacts of climate change. The guidelines can help the City increase the resiliency of essential services New Yorkers rely upon and save taxpayers money by reducing damages from future storms and chronic climate stresses.

- **ADVOCATE FOR LOCAL, STATE, AND FEDERAL LEGISLATION, REGULATIONS, AND POLICIES THAT SUPPORT CLIMATE ADAPTATION AND RESILIENCY**

The federal government and New York State are critical partners in ensuring New York City is prepared for the impacts of climate change. The City must continue to partner with state and federal authorities to facilitate the massive transitions that are necessary, including developing updated and accurate floodplain maps, securing funding for resiliency projects, and achieving key legal and regulatory changes. At the local level, the City will propose updates to the city's building code in conjunction with developing and adopting flood maps that delineate future conditions based on the best available and actionable climate projections to ensure the safety and functionality of all new buildings built in locations with current or future risks associated with sea level rise. The City will also advance a citywide zoning text amendment to accommodate proactive investments in resilient building design that are informed by sea level rise projections.

## USE THE BEST AVAILABLE SCIENCE TO INFORM A MULTI-HAZARD APPROACH TO CLIMATE ADAPTATION

While there is overwhelming agreement that climate change is occurring now and is caused by human activity, climate science remains an evolving field. Climate impact projections are affected by and are inseparable from worldwide efforts to curb GHG emissions. We must continually study emerging climate impacts and modify our adaptation planning to reflect the best available science.

- **STUDY EMERGING CLIMATE IMPACTS TO BETTER UNDERSTAND NEW YORK CITY'S BUILT ENVIRONMENT AND COMMUNITIES**

The City continues to expand its understanding of the multiple hazards posed by climate change. Examples of this work include a citywide study on flooding from extreme precipitation and a project that collects baseline neighborhood-level outdoor temperature data across 14 New York City neighborhoods with high heat vulnerability. The City will also continue to work with key partners, including local utilities, transit agencies, community groups, and private developers, to ensure resiliency planning is transparent and based on the best available science and environmental monitoring data.

- **CREATE A CLIMATE ADAPTATION ROADMAP**

Building on recent NPCC findings and other scientific evidence, the City will develop a Climate Adaptation Roadmap that will incorporate successes and lessons learned from the post-Sandy recovery and rebuilding period, while also planning for the next generation of climate hazards. This roadmap will identify the greatest climate-related threats facing New York City, and recommend a prioritized sequence of climate adaptation measures for the short, medium, and long-term, with a particular focus on the most vulnerable New York City residents and neighborhoods.



VOLUNTEERS WITH SUSTAINABLE SOUTH BRONX HELP PAINT A ROOFTOP WHITE AT AN NYC COOLROOFS PROJECT SITE.

Source: Mark Sohan, Sustainable South Bronx / The HOPE Project

# INITIATIVE 22 OF 30

## CREATE ECONOMIC OPPORTUNITIES FOR ALL NEW YORKERS THROUGH CLIMATE ACTION

**NEW YORK CITY IS ALREADY WELL-POSITIONED TO BE A LEADER IN THE GREEN ECONOMY, IN WHICH SUSTAINABILITY, RESILIENCY, AND CLIMATE ACTION DRIVE JOB CREATION AND ECONOMIC GROWTH.** To capture this opportunity, we will invest in industries and businesses that have a positive impact on the environment, while improving quality of life and promoting equity. We will leverage our educational system and workforce programs to create accessible, good-paying green jobs and prepare New Yorkers of all ages to fill them. And we will harness technology to advance our climate actions and invest our financial resources into innovative climate solutions of the future. This work is already underway in New York City, and demonstrates what the ideals of the Green New Deal look like in practice.

### GROW THE GREEN ECONOMY WITH GOOD-PAYING JOBS AND A SKILLED WORKFORCE

New York City is addressing climate change head-on. Our actions to transform our energy system with large-scale renewable energy development, retrofit our nearly 1 million buildings, invest more than \$20 billion to guard against rising sea levels and increased extreme weather events, and protect New Yorkers from environmental hazards will not only address the climate crisis but also create thousands of good-paying jobs.

See *Inclusive Economy* for the City's comprehensive strategy for diversifying the economy and broadening access to good-paying jobs. To facilitate growth of climate related sectors and create in-demand green jobs, the City will continue to:

- **SUPPORT THE GROWTH OF BUSINESSES FOCUSED ON RESPONSIBLE INNOVATION**

New York City is already known as an incubator of responsible innovation, in which companies achieve financial success and also have a positive impact on communities and the environment. We will continue to provide the tools and resources needed to start, grow, and expand such businesses in the city, through programs like Urbantech NYC, which supports early and growth-stage companies by providing flexible and affordable workspace, prototyping resources, and

tailored programming to commercialize and demonstrate new technology. Through these investments, the City is supporting companies that make our city more livable, sustainable, and resilient, while also creating good-paying jobs.

- **PREPARE NEW YORKERS FOR MEANINGFUL WORK IN THE GREEN ECONOMY THROUGH TRAINING PROGRAMS AND PATHWAYS TO JOBS**

New York City's climate actions will create thousands of good-paying jobs in trades such as manufacturing, construction, landscaping, installation, and maintenance, to name a few. To ensure New Yorkers are prepared to capture these opportunities and that the jobs created are accessible, we will leverage the City's youth and adult educational system — including Career and Technical Education Offerings — and workforce system — including industry-specific training, internship, and apprenticeship programs, such as the City's Green Jobs Corps — to build a skilled local workforce. We will promote local hiring policies through City-funded contracts to create opportunities for good-paying jobs with career paths. And we will also leverage our job placement resources — such as our Workforce1 career centers — to provide pathways to these jobs.

### INVEST IN A CARBON NEUTRAL AND CLIMATE RESILIENT FUTURE

The City will leverage our financial resources to invest in job-creating climate solutions, while also supporting the development and commercialization of innovative carbon neutral and climate resilient technologies of the future. Many technologies exist today to make cities more livable, sustainable, and resilient; however, they are not widely in use and may still need iteration to be faster, better, and cheaper. We will continue to coordinate with public and private partners to create market opportunities for emerging technology and innovation, while helping to remove the technical, financial, and regulatory barriers that limit scale.

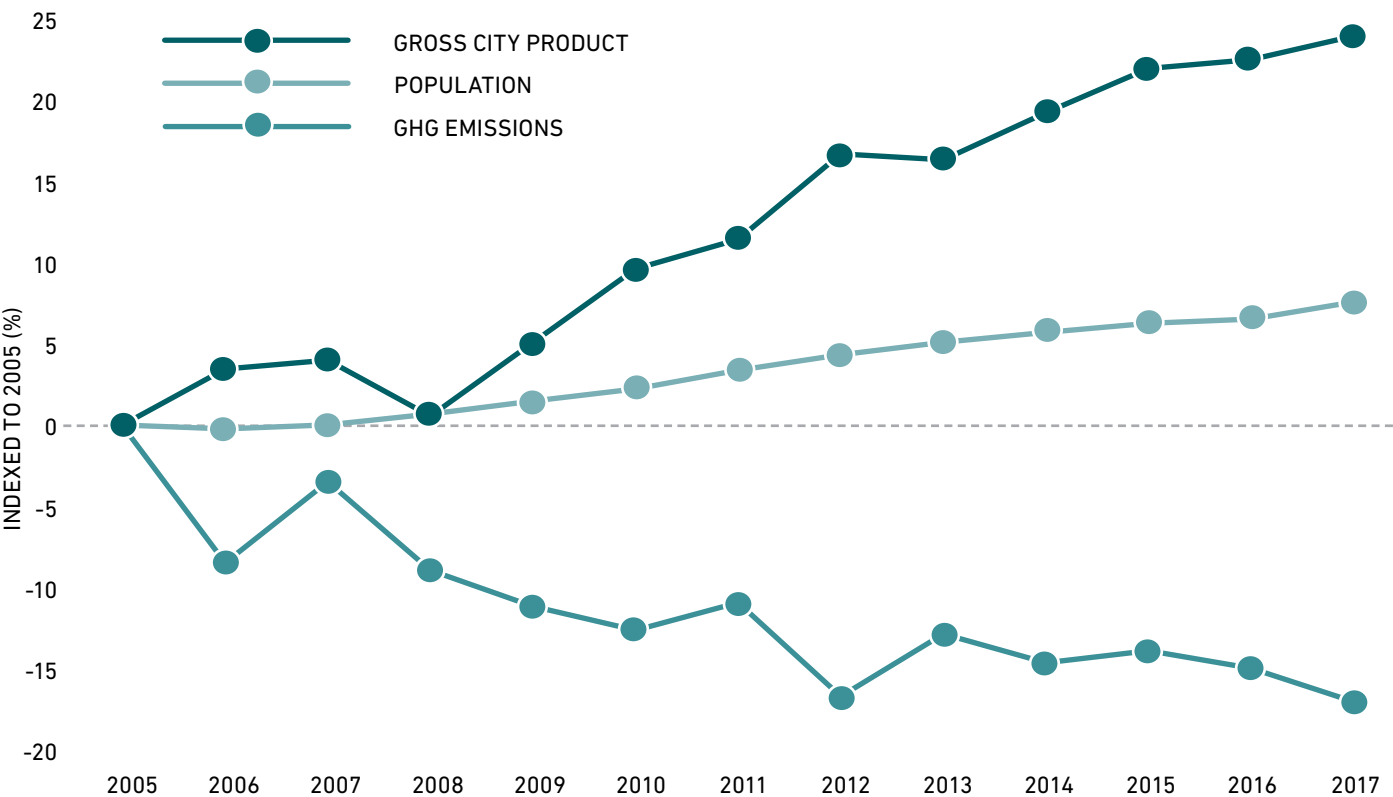
- **DOUBLE THE NEW YORK CITY PENSION FUNDS' INVESTMENTS IN CLIMATE SOLUTIONS**

New York City will change the paradigm for public pension



As New York City’s GHG emissions have decreased, gross city product and population have continued to grow.

Source: MOS



plans and set a new standard for how such asset owners may use their investments to do well financially while also helping to save the planet. By the end of 2021, the City will double its investments in renewable energy, energy efficiency, and other climate change solutions to \$4 billion, thereby, reaching 2 percent of the \$195 billion pension portfolio. And we will pursue opportunities to leverage New York City’s position as a financial capital to encourage public and private actors and financial institutions to join us and drive larger investments into climate solutions.

- **CREATE OPPORTUNITIES FOR TECHNOLOGY AND INNOVATION IN CLIMATE ACTION**  
The City will continue to invest in programs and new models that leverage the city as a platform for technology and innovation that supports the development and adoption of new technologies and solutions. These include programs such as NYCx Co-Labs and Moonshot Challenges, wherein the City, entrepreneurs, and communities partner to cocreate and demonstrate technologies that solve real urban challenges and improve the way we live; the Innovative Demonstrations for Energy Adaptability (IDEA) program that engages entrepreneurs to test new or underutilized energy technologies in City-owned buildings; and the RISE : NYC program that provides small businesses impacted by Hurricane Sandy with innovative resiliency technologies to help them adapt to and mitigate the impacts of climate change.

ENERGY MANAGER PROFILE

Green jobs exist as part of the City’s own operations. Many of our Agencies employ Energy Managers—who are responsible for overseeing energy efficiency projects, conducting energy planning, developing carbon reduction strategies, and reducing energy usage and costs across City agencies.

Daniel Donovan, the 2017 Energy Manager of the Year, works for the Department of Citywide Administrative Services. Under his leadership, the agency reduced energy consumption for their entire building portfolio by 12 percent, lowered utility expenses by \$5.5 million, reduced GHG emissions by 12 percent, and implemented energy efficiency projects at all scales. He also helped establish the City’s Henry Chang Learning Center for Mechanical Engineers — a resource that provides training, simulators, and equipment available for lending to City agencies — and serves as an adjunct professor at CUNY’s Building Performance Laboratory.

# INITIATIVE 23 OF 30

## FIGHT FOR CLIMATE ACCOUNTABILITY AND JUSTICE

### **NEW YORK CITY WILL CONTINUE TO FIGHT FOR CLIMATE ACCOUNTABILITY AND A JUST TRANSITION TO CARBON NEUTRALITY, CLIMATE RESILIENCY, AND A CLEAN ECONOMY.**

We will hold those responsible for climate change to account; advocate for sound policy that is grounded in science; and work alongside our communities to improve environmental quality for all, seek to redress current and past injustice, and create economic opportunities for every New Yorker.

The burning of fossil fuels is the single largest contributor to human-caused climate change, a fact long denied by fossil fuel companies. These companies knew that burning fossil fuels would change our climate, and cause sea level rise, increased heat, and severe storms. New York City is fighting to hold the fossil fuel industry responsible for its role in the climate crisis. We will continue to pursue our lawsuit against fossil fuel companies for refusing to act when they knew the damage they were causing and we are taking prudent steps to protect the financial interests of New Yorkers and divest City pension funds of fossil fuel company holdings.

Additionally, we will continue to support creative approaches to educate and engage New Yorkers about climate change and the importance of climate action. Public art campaigns and activism, particularly youth-led climate activism, play a valuable role in giving people a voice and bringing New Yorkers into the climate conversation. We will also continue to fight federal rollbacks and promote sound science in policymaking. And we are asking cities across the nation and around the world to join us in all of these efforts to foster climate accountability and justice.

### **PURSUE THE CITY'S LAWSUIT AGAINST THE FIVE LARGEST INVESTOR-OWNED FOSSIL FUEL COMPANIES**

The City is suing BP, Chevron, ConocoPhillips, Exxon Mobil, and Royal Dutch Shell to recover billions of dollars the City will spend on resiliency measures to protect the city from the ongoing and increasingly severe impacts of climate change. The resiliency

measures include physical infrastructure — such as coastal protections, upgraded water and sewer infrastructure, and heat mitigation — and public health programs, such as to help protect residents from the effects of extreme heat.

### **DIVEST THE CITY'S PENSION FUNDS OF ALL FOSSIL FUEL RESERVE OWNERS**

The City's pension funds hold roughly \$5 billion in securities in more than 100 fossil fuel reserve owners — those companies that own the oil and gas in the ground. The City's strategy is to divest these holdings by 2022, consistent with prudent practice and in line with our fiduciary responsibilities. Fossil fuel securities have consistently underperformed in the market in recent years, and the outlook for fossil fuel investments continues to be poor — making divestment not just the right thing to do in the fight against climate change, but also the responsible action to protect our pensions. And we will pursue opportunities to leverage New York City's position as a financial capital to further drive divestment from the fossil fuel industry.

### **ADVOCATE FOR ROBUST REGULATION OF GREENHOUSE GAS EMISSIONS**

It is essential that the City is a strong voice in advocating for strict GHG emissions regulation and that we fight federal attempts to divorce regulatory efforts from sound science. The City will support the State's inclusion in the Transportation and Climate Initiative's regional low carbon transportation proposal. And we will continue to pursue a lawsuit to fight federal attempts to rollback essential regulations limiting GHG emissions, including those that govern new and existing power plants and light duty vehicles. We will also continue to fight the federal government's attempts to discount valuable science and create insurmountable administrative and logistical hurdles to impede consideration of the best available scientific evidence.





STUDENTS PARTICIPATING IN THE MARCH TO COMMEMORATE THE FIVE-YEAR ANNIVERSARY OF HURRICANE SANDY.

Source: Rae Breaux

## PARTNER WITH GLOBAL CITIES TO FOSTER CLIMATE ACCOUNTABILITY AND CLIMATE JUSTICE

The City will continue to form valuable partnerships with other cities and work through networks to scale up climate solutions and share tools, knowledge, and best practices, to ensure climate change is addressed on a global scale. Climate change is affecting every city, state, and country, and it is imperative for New York City to share lessons on climate action.

In 2019, New York City partnered with the City of London and C40 Cities, a group of international cities working together to address climate change, to create the Divest/Invest Forum. This partnership will bring the best practices for sustainable investing and fossil fuel divestment to cities and pension funds around the globe. In addition, the City is also partnering with Barcelona for the Inclusive Climate Action Forum, also sponsored by C40 Cities, which aims to provide overarching guidance for cities to both assess inclusivity of their climate actions and recommendations, and to design fairer and more equitable policies.



# THE PATH FORWARD

**TO ACHIEVE OUR GOALS, WE MUST HAVE A PLAN AND HOLD OURSELVES ACCOUNTABLE.** Here, we identify the actions that are necessary to achieve our goals, the owners of each action, and the indicators that will help us measure progress and ensure success. We are also constantly working to raise our ambitions, with several opportunities in the near future to add more detail to select indicators and targets. For further information and a complete set of interim milestones, see our detailed action plans at [nyc.gov/OneNYC](http://nyc.gov/OneNYC).

INITIATIVE #20: ACHIEVE CARBON NEUTRALITY AND 100 PERCENT CLEAN ELECTRICITY		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Ensure 100 percent clean electricity resources	MOS	Partially Funded
Pursue deep cuts in emissions and gains in efficiency across all buildings and infrastructure	MOS	Partially Funded
Promote sustainable transportation options	DOT	Partially Funded
Adopt Zero Waste management strategies citywide	DSNY	Partially Funded
Support every New Yorker in the shift to a more sustainable lifestyle	MOS	Partially Funded
INDICATORS	LATEST DATA	TARGET
Share of electricity mix from clean sources	27% (2019)	100% by 2040
Greenhouse gas emissions eliminated, reduced, or offset	17% (2017)	100% by 2050
Curbside diversion rate	18% (FY2018)	Increase

INITIATIVE #21: STRENGTHEN OUR COMMUNITIES, BUILDINGS, INFRASTRUCTURE, AND WATERFRONT TO BE MORE RESILIENT		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Mitigate physical risks posed by climate change by delivering critical projects	MOR/EDC/DPR	Partially Funded
Empower New Yorkers to take climate-smart adaptation measures	MOR	Partially Funded
Develop policies and governance structures to support climate resiliency and adaptation	MOR	Partially Funded
Use the best available science to inform a multi-hazard approach to climate adaptation	MOR	Partially Funded
INDICATORS	LATEST DATA	TARGET
Flood insurance enrollments, using January 2019 NFIP policies in force as a baseline	53,971 (2019)	Increase
System Average Interruption Frequency Index (SAIFI) per 1,000 customers	84.5 (2017)	Decrease
Customer Average Interruption Duration Index (CAIDI) in hours	3.22 (2017)	Decrease

INITIATIVE #22: CREATE ECONOMIC OPPORTUNITIES FOR ALL NEW YORKERS THROUGH CLIMATE ACTION		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Grow the green economy with good-paying jobs and a skilled workforce	SBS, WKDEV, EDC	Partially Funded
Invest in a carbon neutral and climate resilient future	NYC Pension Trustees	Funded
INDICATORS	LATEST DATA	TARGET
City pension fund investments in renewable energy, energy efficiency, and other climate change solutions	\$2B (2019)	Increase to \$4B by 2021

INITIATIVE #23: FIGHT FOR CLIMATE ACCOUNTABILITY AND JUSTICE		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Pursue the City's lawsuit against the five largest investor-owned fossil fuel companies	Law/CPP	Budget Neutral
Divest the City's pension funds of all fossil fuel reserve owners	NYC Pension Trustees	Budget Neutral
Advocate for robust regulation of greenhouse gas emissions	Law/CPP	Partially Funded
Partner with global cities to foster climate accountability and climate justice	CPP	Budget Neutral
INDICATORS	LATEST DATA	TARGET
City pension fund investments in fossil fuel reserve owners	\$5B (2019)	Eliminate by 2022

For more information on the funding status of OneNYC initiatives, please see the City of New York Fiscal Year 2020 Executive Budget and Ten-Year Capital Strategy.





# WHAT YOU CAN DO

**BUILDING A STRONG AND FAIR CITY WILL REQUIRE THE HELP AND SUPPORT OF ALL NEW YORKERS. HERE ARE A FEW EASY STEPS YOU CAN TAKE:**

## 1

### **REDUCE YOUR CARBON FOOTPRINT**

through GreeNYC. Visit GreeNYC to learn how to live a green lifestyle and reduce your carbon footprint at home, at work, and on the go. Help New York City achieve Zero Waste by signing up to stop junk mail, taking the B.Y.O. pledge, and drinking tap water, rather than bottled water. Spread the word by signing up as a GreeNYC volunteer.

## 2

### **LEARN ABOUT YOUR FLOOD RISK**

and flood insurance requirements. Visit FloodHelpNY to enter your address and receive customized information about your existing flood risk, insurance requirements and estimated costs, as well as tips to help lower your exposure and flood insurance rates. FloodHelpNY also provides connections to more comprehensive assessments of risk, such as the Home Resiliency Audit Program.

## 3

### **ADVOCATE FOR GLOBAL CLIMATE**

**CHANGE ACTION.** Start by encouraging your employer and local institutions to sign up for the Carbon Challenge. The program encourages universities, hospitals, multi-family buildings, commercial building owners and tenants, and hotels to cut greenhouse gas emissions, improve air quality, and reduce the impact of climate change.

For more ways you can get involved, visit **NYC.GOV/OneNYC**.  
Share your story of taking action on social media and tag us at **#OneNYC**.



THE CITY OF NEW YORK  
MAYOR BILL DE BLASIO

DEAN FULEIHAN  
FIRST DEPUTY MAYOR

DOMINIC WILLIAMS  
CHIEF POLICY ADVISOR

DANIEL A. ZARRILLI  
OneNYC DIRECTOR

## OneNYC

Learn more about how we are building a strong and fair city: [NYC.GOV/OneNYC](https://nyc.gov/OneNYC)



Join the conversation on social media  
and tag us at **#OneNYC**





**OneNYC 2050**

**BUILDING A STRONG AND FAIR CITY**

# EFFICIENT MOBILITY

VOLUME 8 OF 9

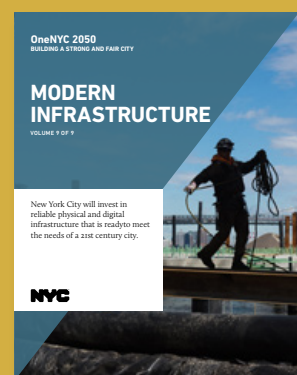
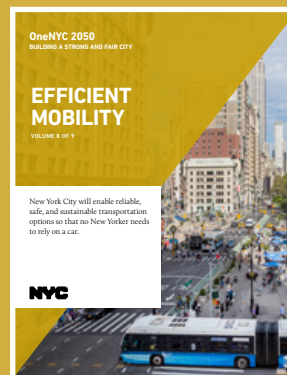
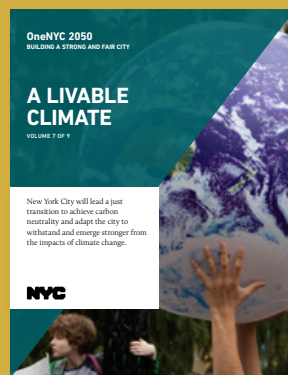
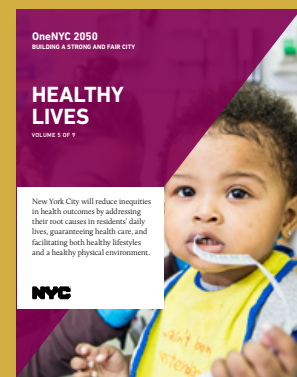
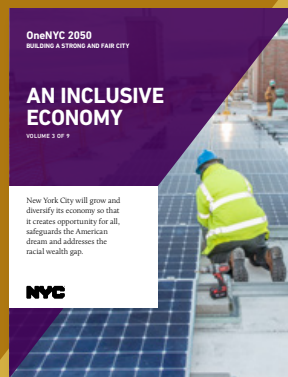
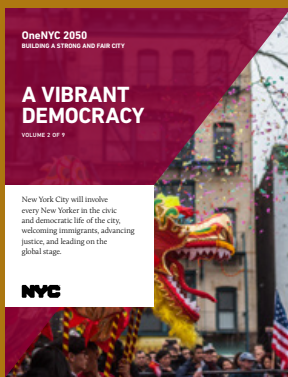
New York City will enable reliable, safe, and sustainable transportation options so that no New Yorker needs to rely on a car.

**NYC**





# ONENYC 2050 IS A STRATEGY TO SECURE OUR CITY'S FUTURE AGAINST THE CHALLENGES OF TODAY AND TOMORROW. WITH BOLD ACTIONS TO CONFRONT OUR CLIMATE CRISIS, ACHIEVE EQUITY, AND STRENGTHEN OUR DEMOCRACY, WE ARE BUILDING A STRONG AND FAIR CITY. JOIN US.



Learn more about how we are building a strong and fair city:  
**[NYC.GOV/OneNYC](https://nyc.gov/onenyc)**

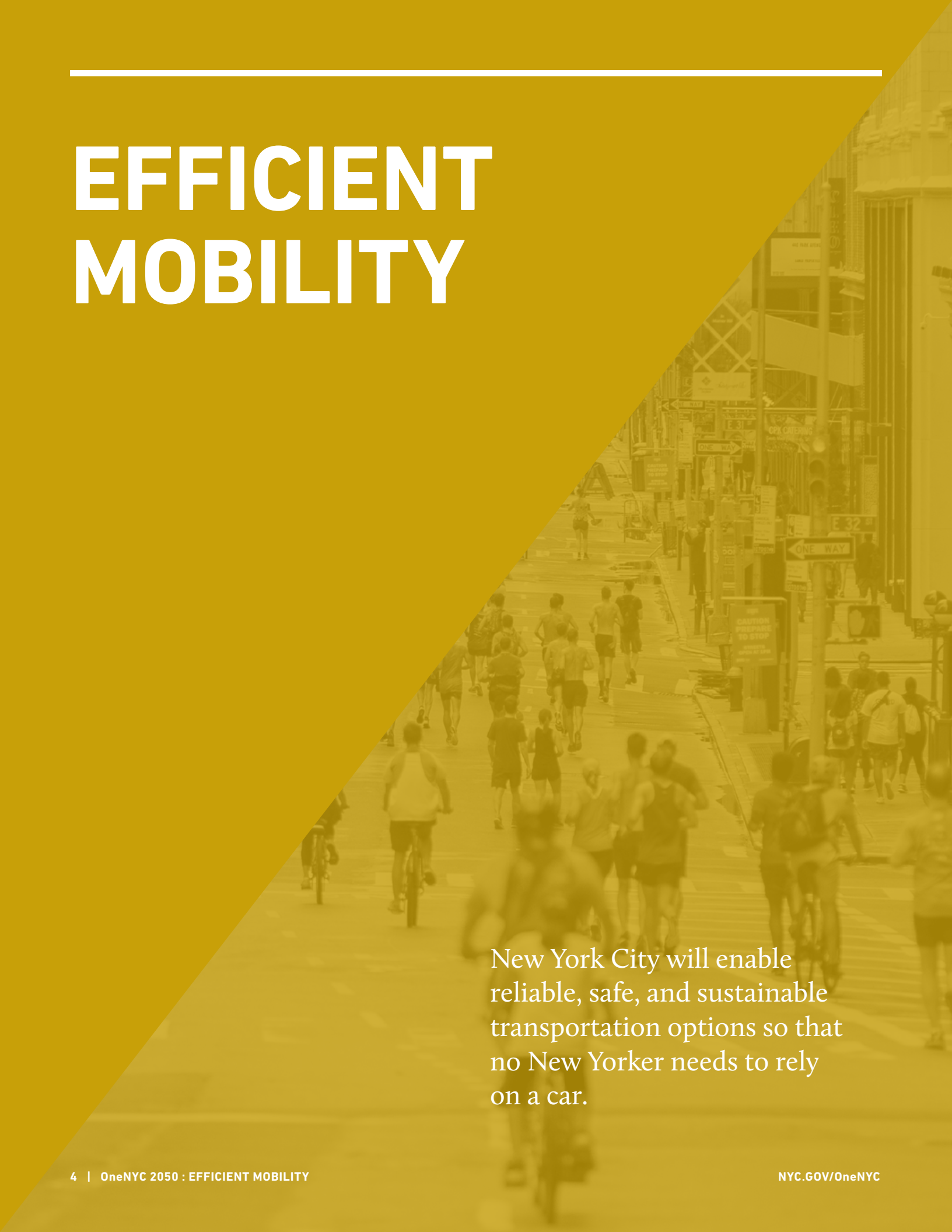
Join the conversation on social media and tag us at **#OneNYC**.

## OneNYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES TO SECURE OUR CITY'S FUTURE.

A VIBRANT DEMOCRACY	1. Empower all New Yorkers to participate in our democracy
	2. Welcome new New Yorkers from around the world and involve them fully in civic life
	3. Promote justice and equal rights, and build trust between New Yorkers and government
	4. Promote democracy and civic innovation on the global stage
AN INCLUSIVE ECONOMY	5. Grow the economy with good-paying jobs and prepare New Yorkers to fill them
	6. Provide economic security for all through fair wages and expanded benefits
	7. Expand the voice, ownership, and decision-making power of workers and communities
THRIVING NEIGHBORHOODS	8. Strengthen the City's fiscal health to meet current and future needs
	9. Ensure all New Yorkers have access to safe, secure, and affordable housing
	10. Ensure all New Yorkers have access to neighborhood open spaces and cultural resources
	11. Advance shared responsibility for community safety and promote neighborhood policing
HEALTHY LIVES	12. Promote place-based community planning and strategies
	13. Guarantee high-quality, affordable, and accessible health care for all New Yorkers
	14. Advance equity by addressing the health and mental health needs of all communities
	15. Make healthy lifestyles easier in all neighborhoods
EQUITY AND EXCELLENCE IN EDUCATION	16. Design a physical environment that creates the conditions for health and well-being
	17. Make New York City a leading national model for early childhood education
	18. Advance equity in K-12 opportunity and achievement
A LIVABLE CLIMATE	19. Increase integration, diversity, and inclusion in New York City schools
	20. Achieve carbon neutrality and 100 percent clean electricity
	21. Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient
	22. Create economic opportunities for all New Yorkers through climate action
	23. Fight for climate accountability and justice
EFFICIENT MOBILITY	24. Modernize New York City's mass transit networks
	25. Ensure New York City's streets are safe and accessible
	26. Reduce congestion and emissions
	27. Strengthen connections to the region and the world
MODERN INFRASTRUCTURE	28. Make forward-thinking investments in core physical infrastructure and hazard mitigation
	29. Improve digital infrastructure to meet the needs of the 21st century
	30. Implement best practices for asset maintenance and capital project delivery

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# EFFICIENT MOBILITY



New York City will enable reliable, safe, and sustainable transportation options so that no New Yorker needs to rely on a car.



**EVERY DAY, MILLIONS OF NEW YORKERS ARE ON THE MOVE—COMMUTING TO THEIR JOBS, DROPPING KIDS OFF AT SCHOOL, VISITING FAMILY AND FRIENDS, OR RACING TO THE AIRPORT TO CATCH A FLIGHT.**

The ways we get around town are familiar: we walk or take a bus, hop on the subway, or grab a cab. Increasingly, we are also biking, taking ferries, and using apps to hail taxis and for-hire vehicles. We also drive when necessary.

While never perfect, transportation in the city has always gotten us where we needed to go. Over the past few years, however, things have changed. Even though New Yorkers have more

transportation options than ever before, getting to a doctor’s appointment, work, or a ball game on time has become more difficult, and frustrating. The subways are frequently delayed, overcrowded, and unreliable. Buses get stuck in congested streets, and car and truck traffic is harmful to our neighborhoods. At the same time, more of us are competing for the same amount of space on sidewalks.

To meet the demands of a growing population and a thriving economy, it is urgent that we invest in and better manage our neglected transportation infrastructure. Public transit must be made reliable, and our roads, bridges, tunnels, and airports modernized. We must also invest in sustainable transportation modes such as walking, biking, and mass transit, and encourage a citywide transition to sustainable fuels. We will work toward creating a safe, affordable, energy efficient transportation system worthy of a global city in the 21<sup>st</sup> century.

**INDICATORS**

NEW YORK CITY WILL MEASURE PROGRESS BY TRACKING THE FOLLOWING INDICATORS:

INDICATOR	LATEST DATA	TARGET
SHARE OF NEW YORK CITY TRIPS BY SUSTAINABLE MODES (WALKING, BIKING, MASS TRANSIT)	68% (2017)	80% BY 2050
AVERAGE CITYWIDE BUS SPEEDS	8.0 MPH (2018)	10.0 MPH BY END OF 2020
TRAFFIC FATALITIES	202 (2018)	0 FATALITIES
NEW YORKERS THAT LIVE WITHIN 1/4 MILE OF THE BIKE NETWORK	80% (2016)	90% BY 2022
VEHICLE REGISTRATIONS IN NEW YORK CITY	2,189,374 (2017)	DECREASE

## CONTEXT

**NEW YORK CITY'S VAST TRANSIT SYSTEM, COUPLED WITH THE CITY'S DENSITY, HAS ENABLED OUR SUSTAINED GROWTH, ADVANCED HEALTH EQUITY, AND ALLOWED US TO MAINTAIN A SMALLER PER CAPITA CARBON FOOTPRINT THAN ANY OTHER BIG CITY IN THE UNITED STATES.** However, the declining reliability of our subways and bus systems poses serious threats to a city existentially reliant on public transit. As more than half of New Yorkers get to work using transit, delays and disruptions can cascade across the city. Over the past five years, subway delays have almost tripled, deteriorating on-time performance. Over the same time period, ridership has decreased, particularly on weekends, even though the population and economy are growing. While new revenues sources identified in the State budget help address gaps in the Metropolitan Transportation Authority's (MTA) capital program, sustainable long-term funding will always be needed.



The Sustainable Development Goals (SDGs) are the global blueprint adopted by the United Nations to achieve a better and more sustainable future for all, encompassing strategies to end poverty, improve health and education, reduce inequality, spur economic growth, and tackle climate change. By integrating our efforts to achieve the SDGs directly into OneNYC, we strengthen our efforts to build a strong and fair city. Our goal to achieve Efficient Mobility supports the following SDGs:



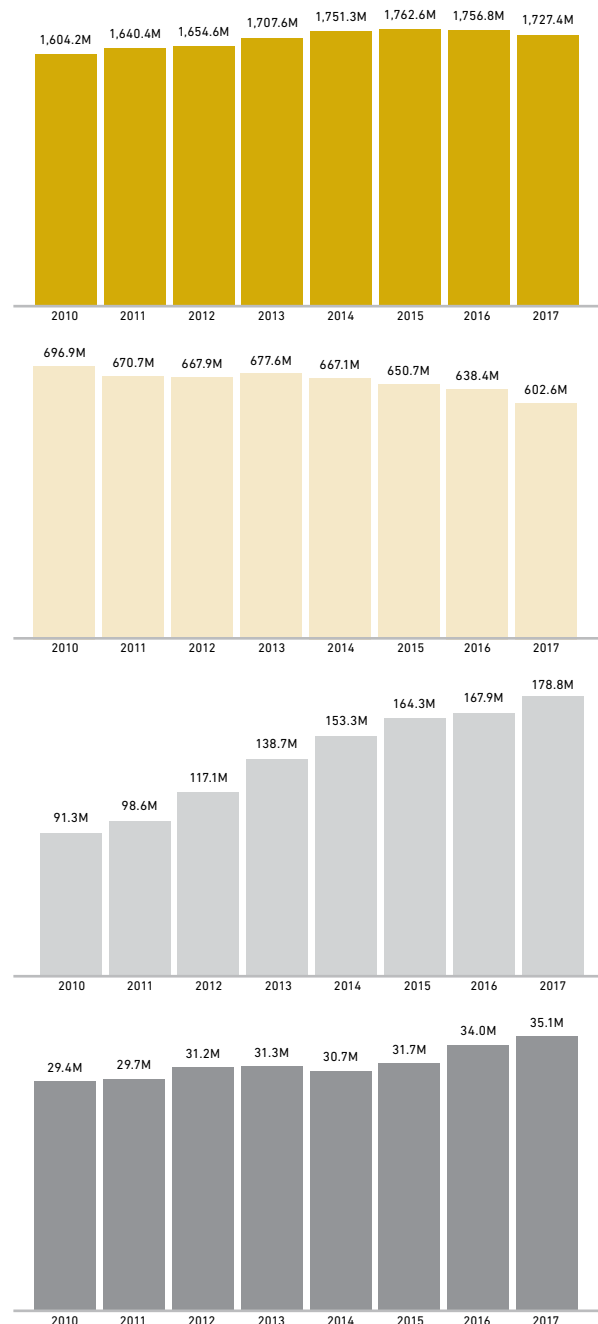
Learn more about the SDGs online at [sustainabledevelopment.un.org/sdgs](https://sustainabledevelopment.un.org/sdgs)

Subway and bus ridership have decreased since 2015, while ferry and cycling show growth amidst City investment.

Source: MTA, DOT

Ferry ridership is measured by fiscal year, other modes by calendar year

### TRIPS BY MODE



Technology and new transportation options are transforming how we get around the city, and will continue to do so. While autonomous vehicle technology is still nascent, its potential future deployment could have impacts on the city. We must ensure that it serves residents equitably, helps achieve Vision Zero goals, and accounts for its impacts to communities, workers, and infrastructure. Already, app-based for-hire vehicles (FHV) have attracted significant numbers of riders away from subways and buses. They have also contributed to increased congestion, especially in Manhattan below 60th Street, where travel speeds have fallen by more than 20 percent since 2010.

Slowed by congestion, buses have seen ridership decrease to below 2010 levels. Between 2016 and 2017, annual bus ridership decreased by almost 40 million rides, while for-hire car trips increased by nearly 40 million. The City has worked with the MTA to improve bus service on the busiest routes, doubling the pace of Select Bus Service routes since 2015. But given these challenging underlying conditions on the streets, the City must continue to expand and improve bus service.

With New York City's population projected to exceed 9 million by 2050, and with capacity already stretched thin on congested roads and subways, we must prioritize and invest in efficient and sustainable transportation modes: biking, walking, and mass transit. By doing so, we will be able to reduce greenhouse gas (GHG) emissions, support sustainable growth, and achieve the ambitious goal we set in 2015 to have 80 percent of all trips in the city taken by sustainable modes by 2050. The city will prioritize sustainable modes in the planning and design of the built environment, and help make them the default choice in New York City so no one needs to rely on a car.



PEDESTRIANS, BUS USERS, SUBWAY RIDERS, AND A BICYCLIST IN MORNINGSIDE HEIGHTS, MANHATTAN.



## WHAT WE HEARD FROM NEW YORKERS

**APPROXIMATELY 57 PERCENT OF THE MORE THAN 14,000 RESPONDENTS TO OUR CITYWIDE SURVEY CITED TRANSPORTATION-RELATED CONCERNS AS AMONG THE CITY'S MOST PRESSING NEEDS.** In

particular, many were concerned about the reliability and efficiency of the MTA subway system, along with the need to improve the speed and frequency of bus routes, support mass transit, and reduce congestion.

Others cited the need to make our streets safer and transportation more accessible. One respondent recommended "limiting free parking, encouraging cycling, and making driving more expensive." Another suggested, "The subway and bus system should be updated with a tap system, permanent cards, and a mobile pay app."

In addition, during a February 2019 discussion with more than 50 New York City small business owners, we heard a need for new strategies to reduce congestion and better manage curb space given the competing demand from private vehicles, delivery companies, for-hire vehicles, cyclists, pedestrians, and buses, including through technology and new regulations that create priority zones.

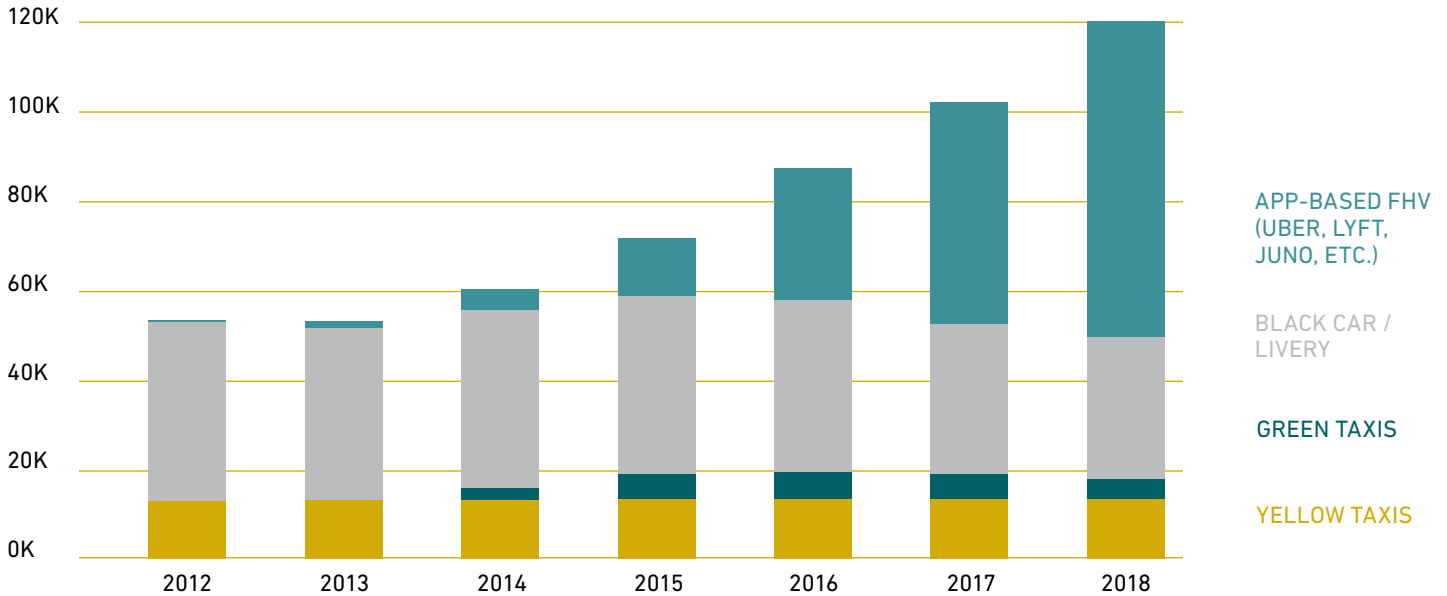


The number of app-based FHV's licensed by TLC has increased dramatically since their introduction in 2012.

#### TAXI AND FOR-HIRE VEHICLES LICENSED BY NEW YORK CITY

Sources: TLC

App-Based FHV's are those affiliated with TLC-licensed bases owned by four largest companies by trip volume.



## PROGRESS

**WE HAVE MADE PROGRESS OVER THE PAST YEARS TO IMPROVE THE CITY'S TRANSPORTATION NETWORK. VISION ZERO, THE CITY'S INITIATIVE TO ELIMINATE TRAFFIC FATALITIES AND SERIOUS INJURIES, HAS REDUCED THE ANNUAL DEATH TOLL TO ITS LOWEST LEVEL SINCE 1910.**

Investments through Vision Zero have improved our quality of life by making city streets more navigable and pleasant places to be. We have expanded the bicycle network, adding 244 miles of bike lanes—including 77 miles of protected lanes—since 2015. With new infrastructure and the dramatic expansion of bike share, daily bicycle trips rose to nearly half a million by 2017—three times more than in 2000.

Since 2015, the usage of app-based FHV's and ferries has increased. New FHV services have provided improved transportation options, especially in outer borough neighborhoods, but have disrupted traditional taxi services and exacerbated congestion. The City is taking steps to improve regulation of the FHV industry to maximize benefits while minimizing adverse impacts. NYC Ferry offers a new option to the transportation network, cutting travel times from many parts of the City, while connecting more New Yorkers to the waterfront. Since its launch in 2017, NYC Ferry has served close to eight million riders and will expand with new routes and stops.

The City does not control the subways but does manage the streets on which the buses run. Since 2015, in partnership with the MTA, the City upgraded nine corridors to Select Bus Service (SBS). To date, SBS has improved service and shortened travel times for about 300,000 daily riders. Further efforts are underway to optimize and expand the bus network and to use enforcement measures to increase the priority of buses on City streets. At the same time, the state budget enacted new revenue sources which will allow the authority to make needed upgrades and improve service and accessibility across the system.

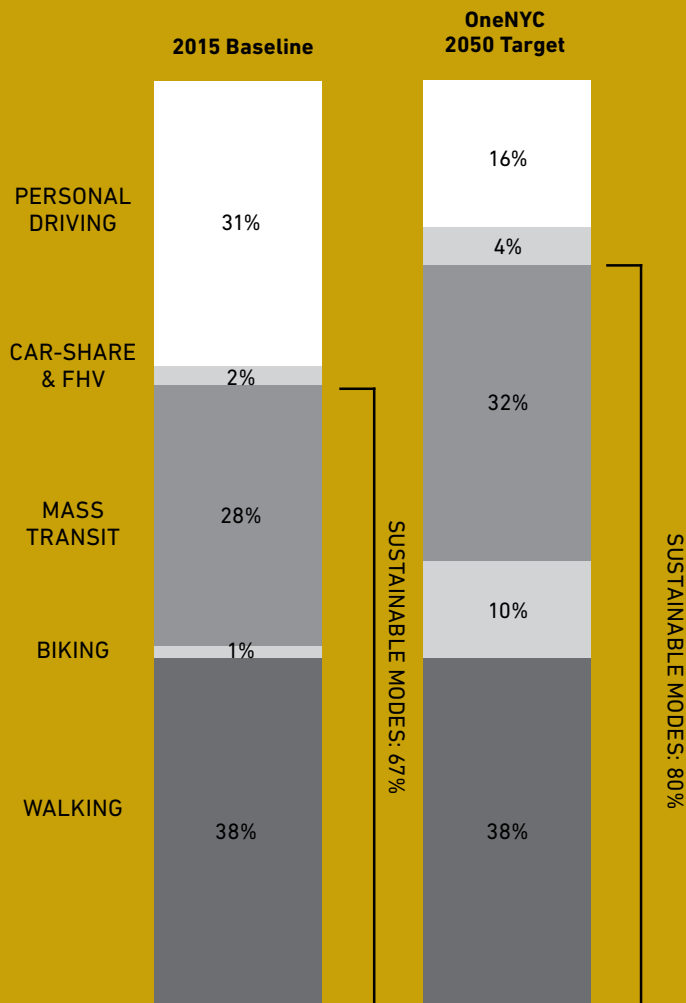
## WHAT WE WILL DO

**ONENYC 2050 WILL PRIORITIZE EXPANDING SUSTAINABLE TRANSPORTATION MODES—PUBLIC TRANSIT, WALKING, AND BICYCLING—TO LIMIT GHG EMISSIONS THAT CONTRIBUTE TO CLIMATE CHANGE.** We will continue efforts to eliminate traffic injuries and fatalities and foster a livable streetscape in all our neighborhoods. We will reduce traffic congestion, increase bus performance, modernize our subway system, and improve connections to the region and world—because an efficient transportation network values reliability, accessibility, safety, and sustainability, and enables us to embrace our status as a city in which New Yorkers do not need to rely on a car.

# WHAT WE MEAN BY SUSTAINABLE MODE SHARE

**NEW YORK CITY WILL MEASURE** its progress toward its efficient mobility goals by tracking the sustainable mode share of transportation: the percentage of New Yorkers walking, biking, and using transit to get around the City. By 2015, our city already had the highest proportion of trips made by sustainable mode of any large U.S. city: 67 percent of all trips. But to reach our

congestion-mitigation, safety, health, and sustainability goals, we must chart a new future and reach 80 percent sustainable mode share by 2050. OneNYC 2050 reflects New York City’s commitment, in the “Roadmap to 80x50” to a safe, sustainable transportation future. The plan prioritizes walkability, safe streets, and improved public transit.



*OneNYC reflects New York City’s commitment to a safe, sustainable transportation future.*

64% of New York residents live within 1/2 mile of a MTA subway station or Select Bus Service stop and 97% live within 1/4 mile of a bus stop.

Source: DCP

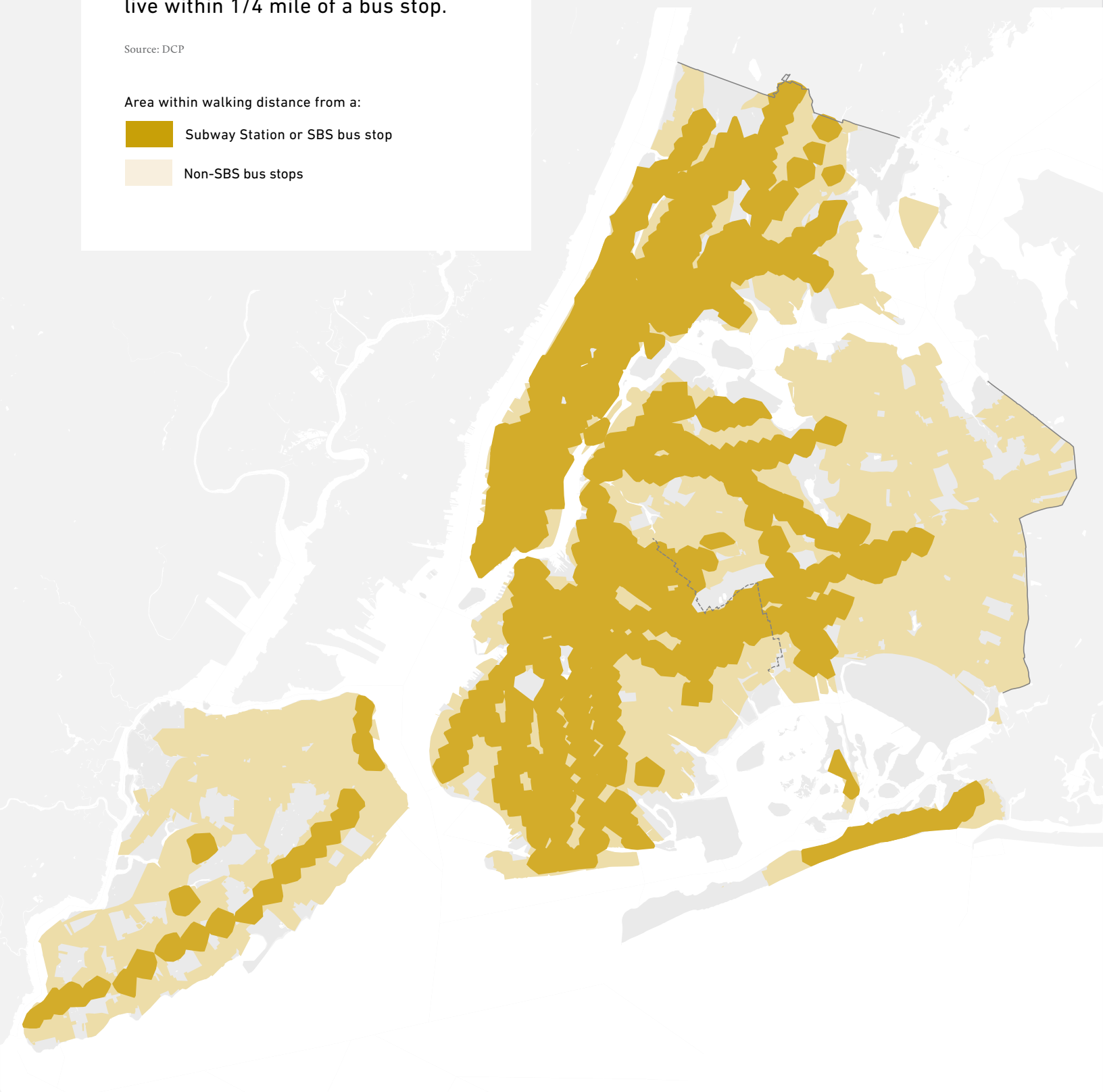
Area within walking distance from a:



Subway Station or SBS bus stop



Non-SBS bus stops





# INITIATIVE 24 OF 30

## MODERNIZE NEW YORK CITY'S MASS TRANSIT NETWORKS

**THE CITY MUST HELP REVERSE THE DECLINE IN TRANSIT USE BY SUPPORTING PLANS TO FIX UNRELIABLE SUBWAY PERFORMANCE AND OPTIMIZING STREETS FOR THE EFFICIENT OPERATION OF BUSES.** In addition, new capacity is needed to accommodate the mobility needs of a growing population, and foster our regional economy, including efficiency improvements to existing mass transit, evaluations of transit expansion, and new transportation options such as NYC Ferry and the Brooklyn Queens Connector (BQX).

### MODERNIZE THE SUBWAY SYSTEM AND IMPROVE AFFORDABILITY AND ACCESSIBILITY

The precipitous decline of subway reliability and performance has underscored the need for massive, system-wide repairs and upgrades, as well as major reforms to management and operations. Carrying out this significant system overhaul to improve performance and capacity requires new sources of dedicated revenue to sustainably fund modernization and maintain a state of good repair. Beyond funding, the MTA requires a fundamental reimagining of its structure, practices, and vision for the future to meet the needs of all New Yorkers.

The subway must also be affordable and accessible. The Fair Fares Program, which provides half-priced fares for low-income New Yorkers, will help defray transportation costs for low-income families. However, lack of Americans With Disability Act (ADA) accessibility excludes people with mobility disabilities from too much of the system, and must be remedied.

#### • FUND THE MTA CAPITAL PLAN

The MTA's substantial capital needs require significant, dedicated funding sources. The City supports the congestion pricing plan enacted in the New York State Fiscal 2019-2020 Budget that dedicates revenue to a lockbox for MTA capital and prioritizes subway upgrades, bus improvements and expanding transit availability. The enacted budget also includes governance reforms to improve operations, management, and construction practices. With additional dedicated revenue from an internet sales tax, a progressive mansion tax, and a progressive real estate transfer tax, the budget provides significant revenue to help modernize mass transit and bring the system to a state of good repair.

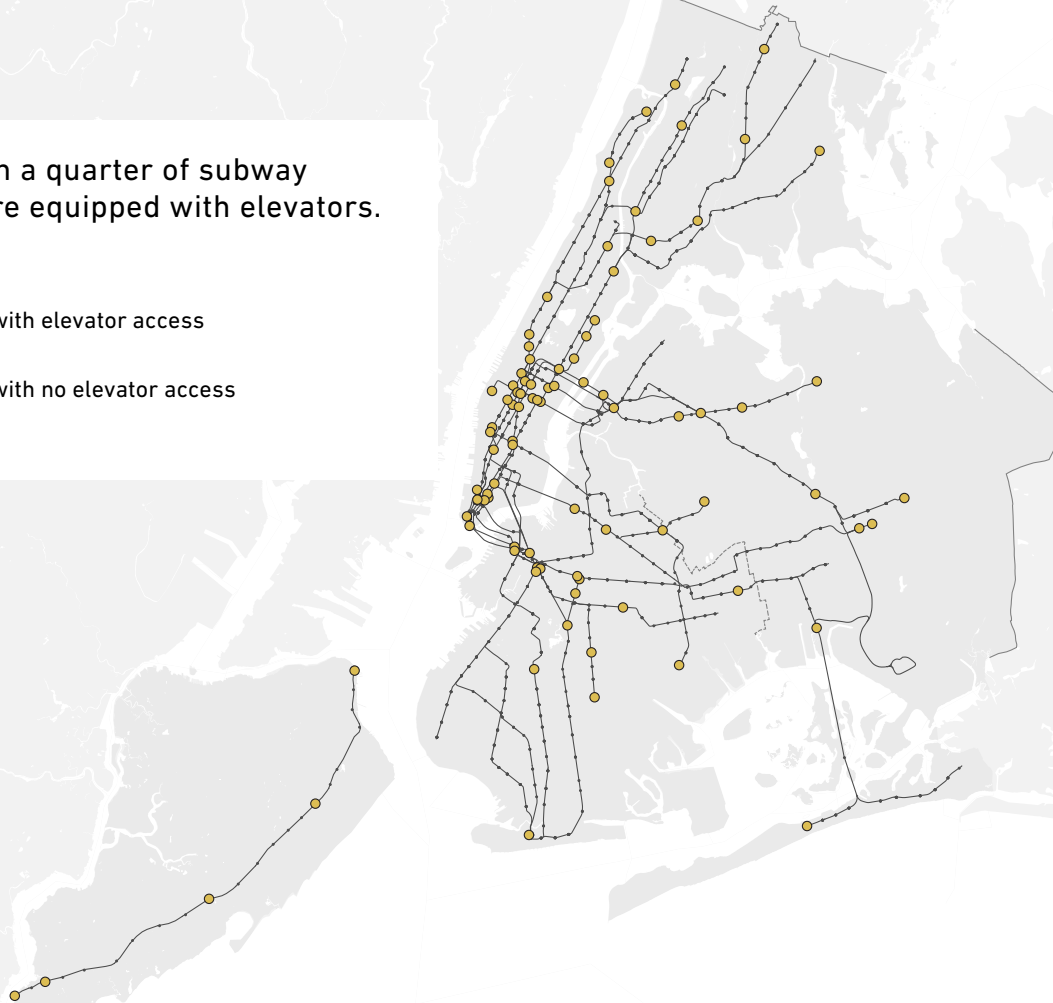


THE SUBWAY SYSTEM IS THE LIFEblood OF NEW YORK CITY.

Fewer than a quarter of subway stations are equipped with elevators.

Source: MTA

- Stations with elevator access
- Stations with no elevator access



- **ENDORSE NEW YORK CITY TRANSIT'S FAST FORWARD PLAN TO MODERNIZE SUBWAYS AND BUSES**

Beyond fundamental reforms, the City endorses the New York City Transit Fast Forward plan to modernize and upgrade the subway and bus system, and will advocate for its cost effective and timely delivery. The plan also focuses on redesigning the bus network, increasing accessibility, and deploying a new contactless fare system.

- **SUPPORT SIGNIFICANT CHANGES TO MTA CAPITAL PLANNING AND PROJECT DELIVERY**

To effectively deliver the improvements needed, the MTA must tackle its persistent cost overruns and project delays. Expanding the use of design-build to deliver its major construction projects provides the opportunity to minimize cost, accelerate delivery, and incentivize performance. Even so, the MTA must undergo a radical transformation in its planning and project-delivery processes. The City supports the independent audits required in the State budget to maximize efficiency, including the creation of a unit of internal and external experts to review all large-scale projects.

- **OFFER DISCOUNT METROCARDS FOR LOW-INCOME NEW YORKERS THROUGH THE FAIR FARES PROGRAM**

Launched in January 2019 in partnership with the City Council, Fair Fares NYC helps low-income New Yorkers manage their transportation costs, allowing them to buy MetroCards for half the regular price. The first phase made Fair Fares available to approximately 130,000 New Yorkers receiving cash assistance and/or Supplemental Nutrition Assistance Program (SNAP) benefits. In fall 2019, the City plans to expand the program to eligible New Yorkers living at or below the poverty line in New York City Housing Authority (NYCHA), enrolled students at CUNY, and certain military veterans.

- **INCREASE SUBWAY ACCESSIBILITY**

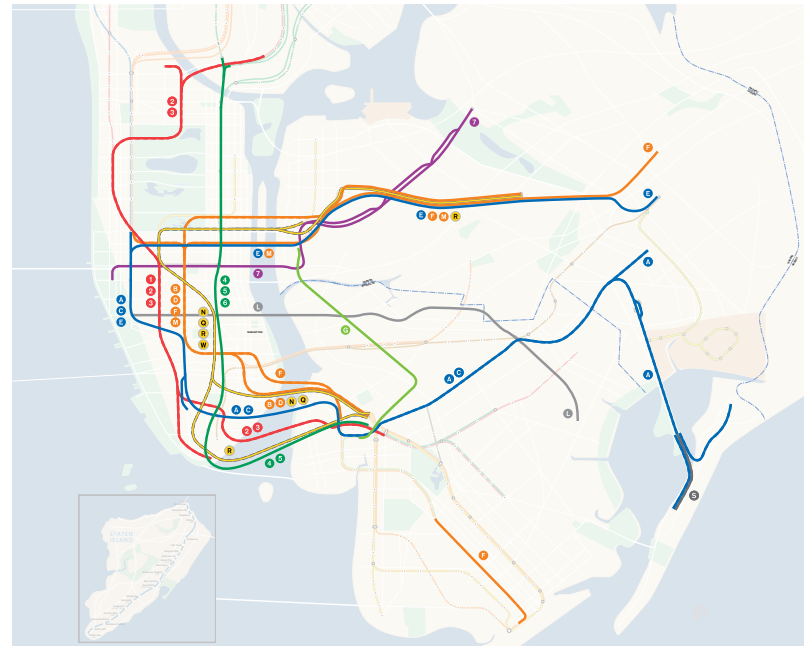
Roughly 75 percent of subway stations remain inaccessible to hundreds of thousands of New Yorkers. Although some progress has been made, people with mobility disabilities and parents with strollers still face formidable obstacles. MTA's Fast Forward plan strives to bring our transit system closer to compliance with the ADA. The MTA plans to make more than 50 stations newly accessible within five years, so all subway riders are never more than two stops from an accessible station. In partnership with the MTA, the City will continue to close gaps in accessibility and call for improved language access to enable better navigation of the mass transit system.



WHEELCHAIR USER BOARDS AN ACCESSIBLE BUS.

Fast Forward, announced in 2018, will deliver advanced signaling for five million daily riders within 10 years.

Source: MTA



HIGHLIGHTED RAIL LINE SEGMENTS WILL BE UPGRADED WITH MODERN SIGNALS.

- **USE CITY ZONING TOOLS TO INCREASE ACCESSIBLE ENTRANCES**

The New York City Department of City Planning (DCP) will work closely with the MTA to expand citywide the zoning tools recently created as part of neighborhood rezonings, which require developments adjacent to transit stations to consult with the MTA about providing an easement for elevator and/or stair access to stations. In order to ensure the transit easement does not impair the value of privately-owned sites, the proposal would in turn provide limited zoning relief.

- **ADVOCATE FOR BETTER LANGUAGE ACCESS TO HELP ALL NEW YORKERS AND VISITORS NAVIGATE MASS TRANSIT**

Navigating the subway and bus system in New York City is mostly only possible in English, which creates a hardship for millions of visitors and the nearly 25 percent of New Yorkers with limited English proficiency (LEP). While the MTA posts service notifications in the languages of the communities most impacted, it should continue to improve language access for rider navigation. This could include multilingual digital signage, recorded service announcements incorporating multiple languages, and/or improved customer-service training and resources for staff to serve riders with LEP.

- **EXPLORE FURTHER OPPORTUNITIES FOR SUBWAY EXPANSION**

The capacity of the subway system must be expanded to serve the city's growing population. The completion of the first phase of the Second Avenue Subway in 2017 was met with great acclaim, providing new transit options for the Upper East Side, freeing up capacity on the Lexington Avenue lines, and relieving surface congestion in the area. Subsequent phases of the Second Avenue Subway will provide important capacity and connections to accommodate passengers traveling to the core from other parts of the city, particularly from Queens. The MTA should continue exploring other opportunities for system expansion, such as the study underway to explore extending the 3 and 4 subway lines along Utica Avenue to Kings Plaza in Brooklyn.





THE Bx6 SOUTH BRONX SBS LEVERAGES NEW YORK CITY'S FIRST CENTER-LANE BUS ROUTE IN ORDER TO HELP SPEED UP TRAVEL TIMES.

## IMPROVING BUS SPEED IN THE SOUTH BRONX

Recent improvements to the Bx6 South Bronx Crosstown corridor showcase the critical role New York City plays in speeding up the bus network. The Bx6 is a critical bus route connecting 24,000 daily riders to eight subway lines, Metro-North Railroad, and 20 bus routes. Seventy-six percent of households within a quarter-mile of the route do not own a vehicle, yet the existing route was notoriously slow, averaging 56 minutes to travel just 4.8 miles due to significant congestion and persistent double-parking issues.

In 2016, the Department of Transportation implemented a series of aggressive bus priority improvements focused on the half-mile bottleneck on 161st Street to improve speeds in this section, and reliability on the full route, including New York City's first two-way center-running bus lanes, and repurposing a preexisting tunnel under a major arterial to bus-only. These improvements led to significant speed increases of between 15 percent and 45 percent, depending on the direction of travel.

## IMPROVE BUS PERFORMANCE BY EXPANDING BUS PRIORITY CITYWIDE

The City recognizes the opportunity buses represent for expanding the capacity and accessibility of the region's transit network, while helping to achieve critical sustainability goals. The Department of Transportation (DOT) will work with the MTA to dramatically improve bus service through the installation and improvement of bus lanes and enforcement to ensure bus priority in bus lanes. Furthermore, DOT will double the current pace of implementing transit-signal priority intersections that will prioritize buses as they travel through city streets. In 2019, bus priority projects benefiting 600,000 daily bus riders will be underway in all five boroughs.

- **SUPPORT THE REDESIGN OF THE BUS NETWORK THROUGH STREET IMPROVEMENTS IN EVERY BOROUGH**

Over the next few years, the MTA, with support from DOT, will be redesigning the bus network in all five boroughs. Planning for new bus priority projects on our streets will occur in tandem with MTA's bus network redesign process, which is already underway for the Bronx and will then focus on Queens.

- **IMPROVE BUS SPEEDS BY 25% BY END OF 2020**

To facilitate better and more reliable service, bus lanes will be installed at an average of 10–15 miles per year (up from seven miles per year), with five miles of existing citywide bus lanes to be upgraded annually. The City will also pilot the installation of two miles of physically separated lanes, with work starting in 2019. New York City will continue to advocate for the Select Bus Service (SBS) Program, which includes dedicated bus lanes, signal priority, off-board fare collection, and all-door boarding—critical components to an overall improvement in bus speeds citywide.

- **EXPAND PRIORITIZATION OF BUS LANES THROUGH NYPD TOW-TRUCK CREWS AND CAMERA ENFORCEMENT**

The enforcement of bus lanes is critical to improving performance as illegal parking slows down buses and increases travel times for riders. In an effort to keep bus lanes clear, the MTA will install an Automated Bus Lane Enforcement (ABLE) system on 123 buses serving SBS routes in Manhattan and Brooklyn, with plans to expand based on success of the pilot. The ABLE system captures license plate information and multiple pieces of evidence to enforce bus lane violations. To further support enforcement efforts, NYPD will use seven dedicated tow-truck teams to keep bus lanes clear.



NYC FERRY TRANSPORTING COMMUTERS ACROSS NEW YORK HARBOR.

By 2021, NYC Ferry Service will add routes to Staten Island, Coney Island, and a Throgs Neck/Ferry Point Park stop to the Soundview route.

Source: EDC



## PROVIDE NEW YORKERS WITH MORE TRANSIT OPTIONS

NYC Ferry and BQX projects demonstrate the City's commitment to developing new transit options to connect underserved neighborhoods and shorten lengthy commutes. By introducing new, affordable transit routes, the City can help reduce crowding on existing routes and bring reliable and resilient transit service to new parts of the five boroughs.

### • EXPAND NYC FERRY TO IMPROVE CONNECTIONS TO STATEN ISLAND, CONEY ISLAND, THE WEST SIDE OF MANHATTAN, AND EASTERN BRONX

The City will expand NYC Ferry routes, launched in 2017, to serve 11 million riders annually by 2023, up from 4.1 million today, adding routes to Staten Island and Coney Island, and a Throgs Neck/Ferry Point Park stop to the Soundview route. While the NYC Ferry is already the same fare as a subway and bus ride, going forward, the City will seek to integrate it with other mass transit systems, and explore the use of alternative fuels and electrification of ferries, as these technologies continue to develop and become more affordable at scale.

### • ADVANCE THE BQX

The City is currently conducting an environmental review for the BQX, a state-of-the-art streetcar route being planned by the City to connect waterfront communities from South Brooklyn to Queens. The BQX will add new mass transit capacity and advance the City's sustainable mode share goals, and will be resilient in the event of flooding. The system will run on tracks flush with the existing roadway—mainly in dedicated lanes to increase reliability—and BQX streetcars will be ADA accessible.



# INITIATIVE 25 OF 30

## ENSURE NEW YORK CITY'S STREETS ARE SAFE AND ACCESSIBLE

**NEW YORK CITY'S STREETS MUST BE SAFE AND PRIORITIZE THE USE OF SUSTAINABLE MODES.** The streets are public spaces in their own right—not just places to store vehicles or travel through in a car. Launched in 2014, Vision Zero is New York City's traffic safety program based on two key principles: crashes are preventable, and there is no acceptable level of death or serious injury on our streets. The program, now in its sixth year, has resulted in fewer road deaths every year since it was established, reaching its lowest level ever in 2018. The City will achieve Vision Zero through a combination of education, enforcement, and engineering, including expanding bike lanes and implementing pedestrian priority areas. Additionally, the City will ensure that its streetscape is accessible for all New Yorkers, including those with mobility disabilities.

### IMPLEMENT THE VISION ZERO ACTION PLAN

The initial 2015 Vision Zero Action Plan laid the groundwork for how New York City approaches pedestrian and cyclist safety and mobility. That plan designated Priority Intersections, Corridors, and Areas based on pedestrians killed or serious injured (KSI) data and community input. By the end of year five of Vision Zero, DOT had addressed 90 percent of Priority Intersections and 86 percent of Priority Corridor miles with design and engineering treatments, contributing to a 36 percent drop in pedestrian deaths at those locations.

In 2019, DOT reevaluated pedestrian KSI data, demonstrating marked safety improvements in high-priority locations and defining new locations for intervention. The City will continue to execute the fundamentals of the Action Plan, and build on past accomplishments by focusing on reducing speeding and making turns safer.

- **IMPLEMENT AT LEAST 50 VISION ZERO SAFETY ENGINEERING IMPROVEMENTS ANNUALLY AT THE UPDATED LOCATIONS CITYWIDE**

DOT will continue its program of street redesigns, focusing on locations with the highest level of pedestrian deaths and serious injuries, guided by the new priority maps and updated Borough Pedestrian Safety Action Plans. This includes designs known to work (such as protected bike lanes, curb extensions, and left-turn traffic-calming tactics) and newer designs that show promise, such as roundabouts and traffic circles, raised crosswalks, and chicanes.

- **ADD EXCLUSIVE PEDESTRIAN CROSSING TIME AND MODIFY SIGNAL TIMING IN PRIORITY CORRIDORS**

DOT will add a leading pedestrian interval, which gives pedestrians exclusive time to cross, at every feasible intersection in new Priority Corridors. The agency will also modify signal timing to help keep motor vehicles moving at or below the speed limit.



PEDESTRIAN AND BICYCLE SAFETY IMPROVEMENTS IN LONG ISLAND CITY, QUEENS



DOT's Vision Zero program uses detailed crash and injury data to identify Priority Corridors, Intersections, and Areas for improvement. DOT has already completed nearly 500 safety improvement projects since 2014.

#### VISION ZERO PRIORITY CORRIDORS AND SAFETY IMPROVEMENT PROJECTS

Source: DOT

- PAST WORK
- WORK TO BE COMPLETED



- **PRIORITIZE TARGETED ENFORCEMENT AND OUTREACH ON PRIORITY CORRIDORS, INTERSECTIONS, AND AREAS**

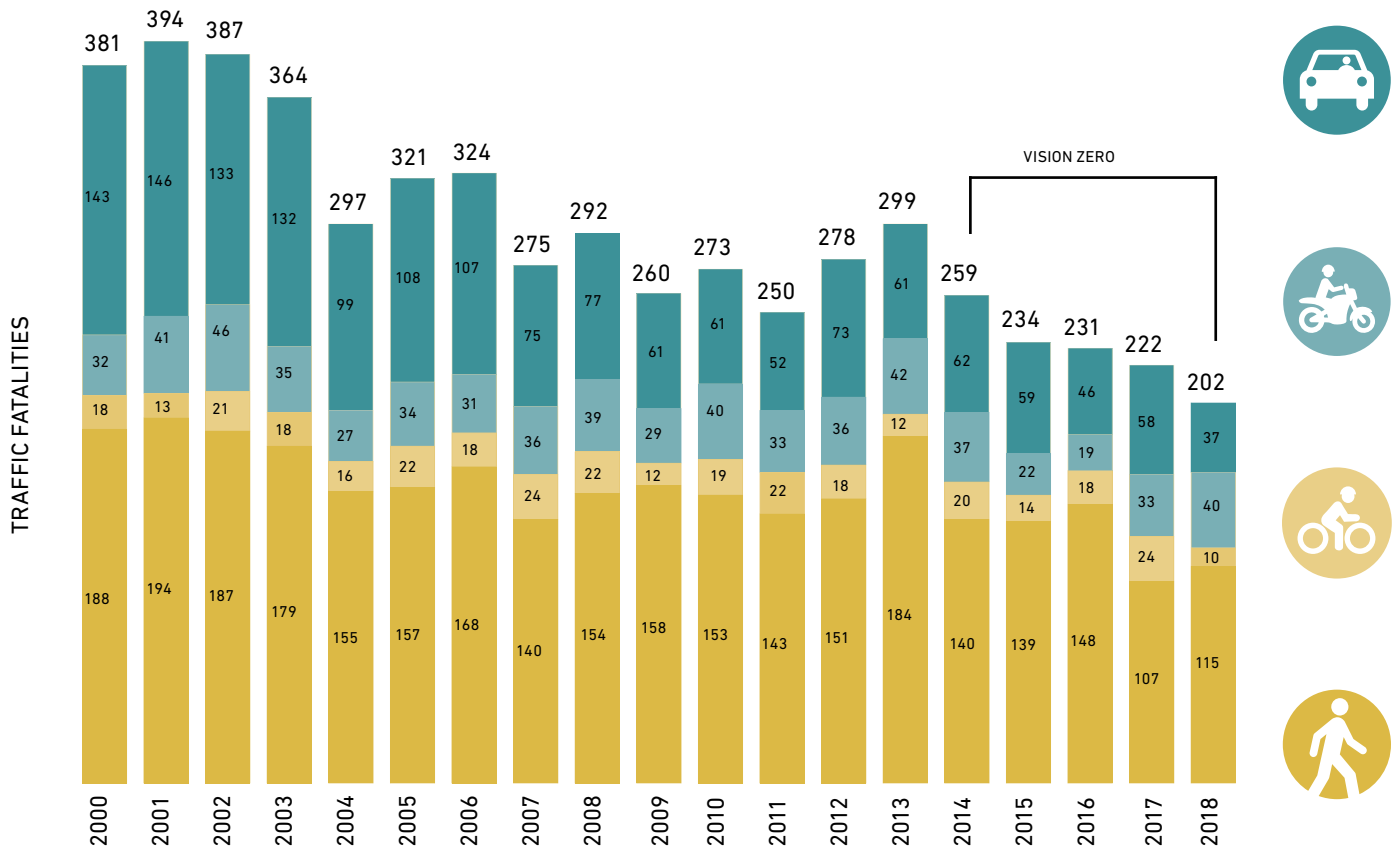
The driving violations that are most likely to kill or seriously injure pedestrians include speeding, failing to yield the right of way to pedestrians, using a cell phone or texting, disobeying red lights or stop signs, and making improper turns. To systematically enforce, and increase awareness of, traffic safety issues at the highest injury Priority Corridors, Intersections, and Areas across New York City, NYPD and DOT are improving their successful High Visibility Enforcement Program.

- **KEEP SENIORS SAFE ON CITY STREETS THROUGH ENGINEERING INTERVENTIONS AND TARGETED OUTREACH**

Although seniors 65 years old and over make up only 13 percent of New York City's population, they represent nearly half of annual pedestrian fatalities. To address this disparity, DOT is undertaking a comprehensive study of senior pedestrian fatalities and injuries, investigating crash locations, types, and severity outcomes. The study will identify systematic engineering interventions, along with new channels and methods for delivering traffic safety messages with seniors in mind.

Under Vision Zero, 2018 was the safest year on record, with the fewest New Yorkers lost on city roadways since record keeping began in 1910.

Source: DOT



## TRANSFORM DANGEROUS ARTERIAL ROADS INTO VISION ZERO GREAT STREETS

In the past, several major arterial roads have gained a notorious reputation for their high numbers of crashes and for not accommodating pedestrians or cyclists. The Vision Zero Great Streets initiative aims to turn roads known for dividing neighborhoods and inaccessibility into safe and thriving community connectors, adding bike lanes, pedestrian islands, and other safety elements.

Great Streets invested in four major reconstruction projects—Queens Boulevard, Fourth Avenue and Atlantic Avenue in Brooklyn, and Grand Concourse in the Bronx—with operational safety improvements followed by more permanent capital construction. DOT is looking to expand the Great Streets program to target other dangerous arterial roads, including Northern Boulevard in Queens.

## REDUCE FATALITIES AND SERIOUS INJURIES INVOLVING FLEETS MANAGED OR REGULATED BY CITY AGENCIES

Under Vision Zero, the City’s role administering our own municipal fleet and regulating FHV’s and private sanitation trucks provides the opportunity to demonstrate best practices for safe driving. Each agency has devised training plans, new rules, and procurement programs, and are all actively working toward ensuring their drivers and vehicles model the high standards demanded by Vision Zero.

### • CONTINUE TO IMPLEMENT THE SAFE FLEET TRANSITION PLAN

The Safe Fleet Transition Plan guides the upgrades the City must make to its fleet of more than 30,000 vehicles, managed by the Department of Citywide Administrative Services (DCAS), to ensure state-of-the-art safety features become standard. Because larger vehicles tend to cause more serious harm in crashes, DCAS will continue to work toward ensuring all City fleet trucks are equipped with side guards, high-vision cabs, and other necessary equipment.

# Queens Boulevard before and after Vision Zero improvements

Source: DOT



PEDESTRIAN PLAZA AT MYRTLE AND WYCKOFF AVENUES HELPED REDUCE TRAFFIC INJURIES WHILE PROVIDING VALUABLE PUBLIC SPACE TO RESIDENTS.



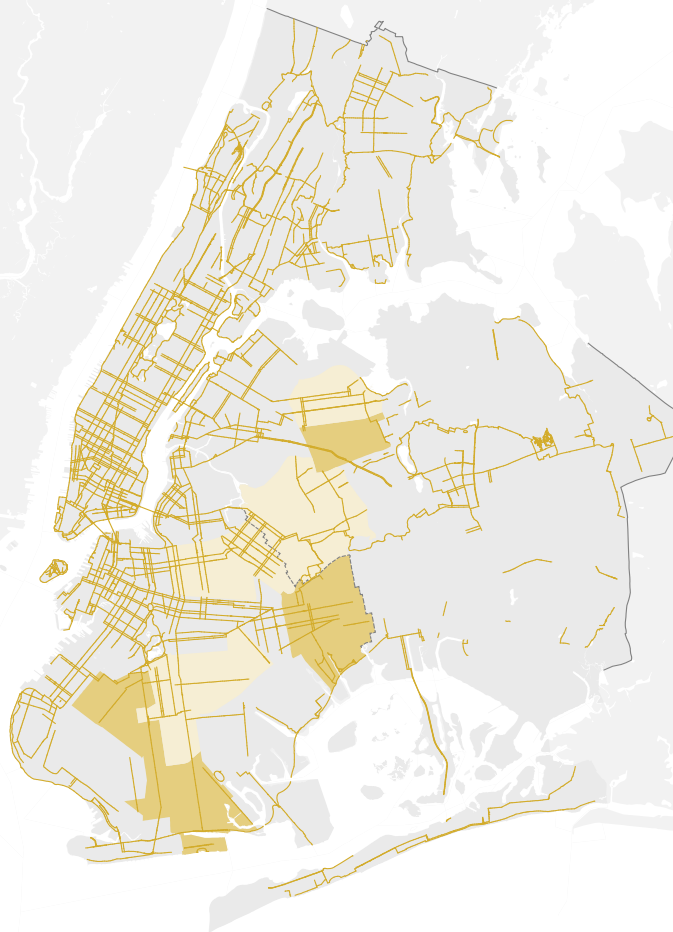
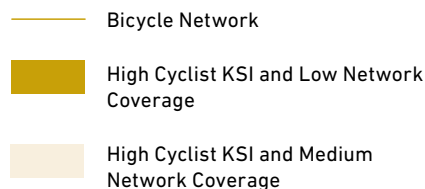
## INCREASING SAFETY AT MYRTLE AND WYCKOFF AVENUES IN BROOKLYN

For many years, the six-legged intersection at Myrtle Avenue, Wyckoff Avenue, and Palmetto Street, on the border of Queens and Brooklyn underneath the elevated tracks at Myrtle-Wyckoff Station, had been the site of multiple pedestrian fatalities, and was notoriously difficult to cross. Following intensive planning and community consultation, DOT’s in-house crews created a plaza on Wyckoff Avenue between Gates Avenue and Myrtle Avenue, and converted the section of Wyckoff between Myrtle and Madison Street into one-way southbound traffic. They also widened crosswalks, painted sidewalk extensions, installed flexible bollards, reconfigured signal timing to increase pedestrian crossing times, installed new traffic control and curb-regulation signage, and painted new road markings. The result was a 48 percent decrease in crashes with injuries, and a valuable new public space linking the neighborhood with a transportation hub. These improvements will be made permanent as part of the reconstruction of Wyckoff Avenue, scheduled to begin in 2020.



DOT is prioritizing expanding bicycle infrastructure in areas that have high KSI rates but low or medium bicycle network coverage.

Source: DOT



#### • REFORM COMMERCIAL WASTE HAULING

With the inception of Vision Zero, the City's Business Integrity Commission (BIC) is working with City Council on legislation that would allow it to hold private carting companies and their drivers accountable for failing to comply with regulations related to traffic safety. Specifically, BIC seeks the ability to deny applications of companies and/or drivers who demonstrate unsafe practices (including excessive work hours or failure to maintain equipment), and the ability to license drivers to operate within New York City.

#### • PROVIDE VISION ZERO TRAINING TO FOR-HIRE VEHICLE DRIVERS

The Taxi & Limousine Commission (TLC) provides a 24-hour pre-licensure course to taxi and for-hire vehicle drivers to educate them on street design changes such as protected bike lanes, high-risk driving behaviors that lead to crashes, and the important role professional drivers play in promoting a culture of safe driving. In 2018 alone, over 27,000 drivers licensed by TLC took this course. TLC plans to develop a Vision Zero course that will be required every three years for license renewal.

### EXPAND AND INCREASE CONNECTIVITY OF THE BIKE NETWORK

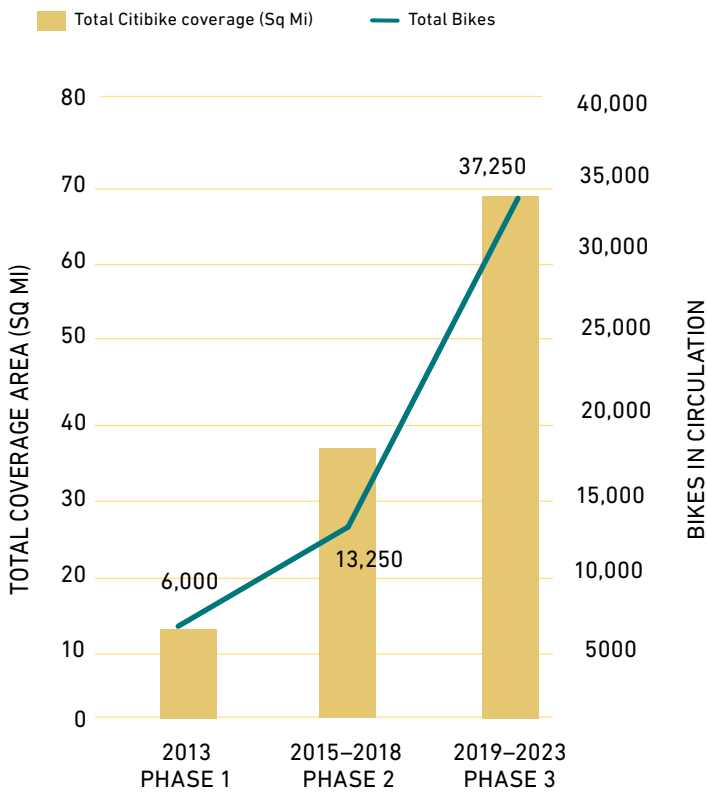
Bicycles represent a significant opportunity to expand mobility options at a relatively low cost, while helping to meet sustainability goals. Making it safer, easier, and more convenient to bicycle throughout the city helps reduce congestion and air pollution, while improving overall traffic safety and public health.

Over the past decade, annual bicycle trips have increased nearly 150 percent, far faster than population or employment growth. In 2017, there were an estimated half million bicycle trips per day. Cycling in New York City has become safer as more and more people choose this mode of transport—and is evidence of a “safety in numbers” effect.

To facilitate further growth, the City will expand and improve bike lanes and bike sharing. Well-designed bike lanes not only protect cyclists, but also organize and calm traffic. In addition, the islands created by the installation of protected bike-lanes assist pedestrians by shortening street-crossing distances.

By 2023, Citi Bike will cover almost 70 square miles and plans to have more than 37,000 bicycles, six times more than it had in 2013.

Source: DOT, Citi Bike



- **ENABLE GREATER ACCESS TO THE BIKE NETWORK FOR NEW YORKERS**

For more New Yorkers to choose cycling as a transportation option, they must have access to safe places to ride. DOT will continue to build out its bicycle network, installing at least 50 miles of bike lanes—including 10 miles of protected bike lanes—per year, and facilitate the expansion of bike-share programs to more neighborhoods. The City is committed to ensuring 90 percent of New Yorkers live within a two-minute (¼ mile) ride of the bike network by 2022, up from 80 percent in 2016, and ultimately 95 percent in the future.

- **CREATE OR ENHANCE BICYCLE LANES IN PRIORITY BICYCLE DISTRICTS**

The City will prioritize building bike infrastructure in the ten community districts where cyclist deaths and serious injuries are disproportionately high and bike-network mileage is relatively low. These neighborhoods, which are home to 23 percent of serious crashes, but only 14 percent of bicycle lanes, have been designated Priority Bicycle Districts, and will receive 75 miles of new or enhanced bike lanes by 2022.

- **EXTEND GREENWAYS**

The City will continue to build a connected network of greenway paths for cycling, including the Jamaica Bay Greenway and the Brooklyn Waterfront Greenway, and the Manhattan circumferential greenway network. DOT will also study the feasibility of an Eastern Queens Greenway. High-quality cycling infrastructure will increase cycling as both a mode of transportation and a recreational activity, and bring with it associated mobility safety and health benefits.

- **EXPAND CITI BIKE AND DOCKLESS BIKE-SHARE NETWORKS**

In the next five years, the City will expand its Citi Bike dock-based bike-share system to 40,000 bikes, from 12,000 today, doubling the size of the service area by adding another 35 square miles of coverage. This expansion will also increase the density of coverage in the previously served areas, with more stations and higher service standards. A portion of the fleet will be converted to pedal-assist bicycles, which is likely to make cycling more attractive to a broader population and encourage people to cycle longer distances, but must be done with careful consideration to public safety.

The City will also implement new, expanded dockless bike-share pilots in areas of the City not covered by the dock-based system. If successful, and the private companies providing these services remain viable, the City will implement a dockless bike-share program at a large scale outside of the Citi Bike service area.

- **PRIORITIZE PUBLIC SAFETY WHEN CONSIDERING LEGISLATION RELATED TO EMERGING MODES OF MOBILITY**

Emerging modes of transportation, such as e-bikes and e-scooters, have the potential to expand mobility options, but come with public safety concerns. With both the City Council and State considering bills to sanction their use, any new legislation should ensure these modes are integrated safely and seamlessly into our existing transit network.

*“Increase the number of bike lanes and exclusive bus lanes.”*

- Resident of Long Island City, Queens

## ENHANCE WALKABILITY AND ACCESSIBILITY

New York City's walkability is one of its hallmarks, with nearly three out of every 10 trips taken on foot. As demand for pedestrian space increases, the City's DOT is responding by expanding car-free or car-light "People Priority Streets" that build on successful programs such as pedestrian plazas, shared streets, and expanded sidewalks, by designing streets for people at the corridor and districtwide scale. DOT will also enhance the accessibility of our streetscape for all New Yorkers, with significant capital improvements and new, app-based navigation technologies.

- **PILOT A SPECTRUM OF PEDESTRIAN ZONES THROUGHOUT THE CITY**

Working with the community and stakeholders, the City will pilot People Priority Streets at the neighborhood level, beginning with the phased implementation of improvements in Lower Manhattan. Holistic assessment of a neighborhood or district, particularly with potential vehicle reductions from congestion



SHARED STREET PILOT IN FLATIRON, MANHATTAN

Source: DOT.



DOWNTOWN BROOKLYN SHARED STREETS

Source: DOT

pricing, will allow DOT to prioritize pedestrians and bicyclists wherever demand is greatest, while still accommodating essential vehicular access. This approach would apply carefully coordinated implementation of successful DOT pedestrian improvements such as time-of-day closures, seasonal streets, shared streets, curb-management strategies, sidewalk expansions, and/or pedestrian plazas. The City will look to the successful models in Barcelona, Oslo, Madrid, and Paris, which have shown remarkable promise in calming and reducing through traffic and improving air quality, while allocating more public space to pedestrians.

- **INCREASE ACCESSIBILITY OF STREETS AND SIDEWALKS, AND INTRODUCE PEDESTRIAN NAVIGATION TECHNOLOGY**

The streetscape must be made safe and accessible for all people, including those with mobility and vision disabilities. To this end, DOT will continue its efforts to make all sidewalks, pedestrian ramps and spaces, and bus stops accessible. The agency will dramatically expand its pedestrian ramp program, and invest in pedestrian ramp upgrades and new installations citywide.

DOT has installed Accessible Pedestrian Signals (APS) in all five boroughs by collaborating with the disability community on identifying priority corners. DOT will also develop and pilot new, app-based accessible pedestrian navigation technologies and invest in the supporting infrastructure. Internally, DOT will build capacity related to accessibility through training and targeted research, and by providing resources and tools to staff.





GROWING DEMAND FOR FINITE ROAD SPACE HAS CONTRIBUTED TO SEVERE CONGESTION, PARTICULARLY IN THE CORE.

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## INITIATIVE 26 OF 30

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# REDUCE CONGESTION AND EMISSIONS

**TO INCREASE LIVABILITY AND SUSTAIN THE CITY'S ECONOMIC VITALITY, STREET CONGESTION MUST BE MANAGED AND REDUCED.** Congestion has been estimated to cost the economy of the metropolitan region up to \$15 billion annually, consuming nearly 300 million extra gallons of fuel. While app-based ride services and home-delivery of goods provide convenience for New Yorkers, the growing demand for the city's finite road space has contributed to falling traffic speeds.

In addition to reducing congestion, the City must also reduce the carbon footprint of unsustainable modes of transportation. We will significantly cut GHG and other polluting emissions by building out a citywide network of electric vehicle charging infrastructure, reducing the size and emissions of the City's fleet, and incentivizing adoption of low and zero emissions vehicles.

*"Get New Yorkers out of their cars. It will lead to safer streets and a cleaner environment."*

—Resident of Richmond Hill, Queens

## MANAGE VEHICLE DEMAND ON CITY STREETS

The City will reduce congestion by managing demand on city streets, through the implementation of congestion pricing in partnership with the State, prioritizing the use of curbs for strategic purposes, and stricter enforcement of existing traffic laws. We will also implement new programs to mitigate the impact of FHV on congestion, and consider expanding programs such as car share that encourage people to trade in their personal vehicle for a more sustainable option.

- **IMPLEMENT CENTRAL BUSINESS DISTRICT TOLLING IN COORDINATION WITH THE MTA TO REDUCE TRAFFIC**

Congestion pricing is an effective method to manage demand on the city's busiest streets, and will also generate revenue for the MTA. As cities such as London, Stockholm and Singapore have shown, congestion pricing can substantially reduce traffic, noxious emissions, and improve quality of life. Recommendations for New York City's congestion pricing program will be made by the Traffic Mobility Review Board to the MTA at the end of 2020. The board will consider managing demand through variable pricing and will consider many factors including, but not limited to, safety, hardships, vehicle types and environmental impact. As revenue from congestion pricing helps ensure transit reliability, ridership will grow and attract people who may be currently be using FHVs or personal vehicles.

- **LEVERAGE NEW TECHNOLOGIES TO ENFORCE TRAFFIC LAWS**

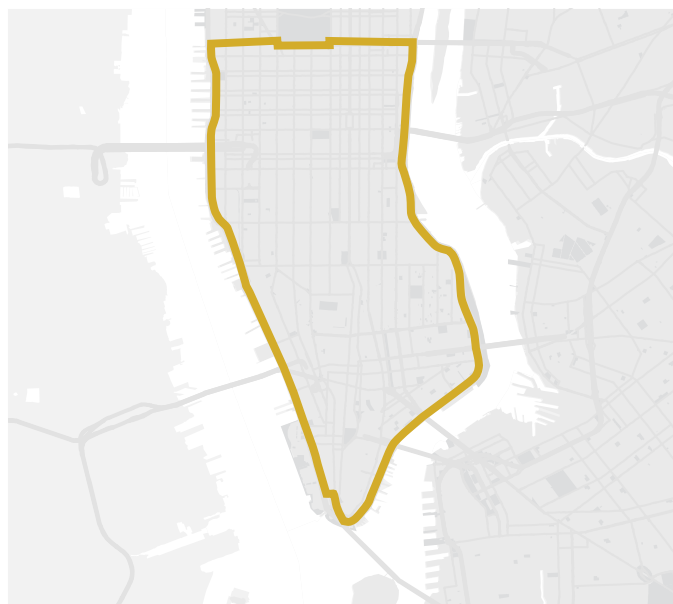
Congestion can be addressed not only by managing vehicle demand in core business districts, but also by enhancing existing traffic law enforcement via new technologies and innovative approaches. In particular, NYPD will work with DOT to deploy handheld license plate readers and a license plate-based system for parking administration and enforcement to create a culture of compliance with traffic laws, increase parking-space turnover, and reduce vehicle circling and double-parking.

Similarly, DOT will research, and pending state legislation, pilot sensor and camera-based enforcement of double parking, "block the box" solutions, commercial vehicle violations, overweight and over-dimensional rules, truck routes and other parking rules. These initiatives are likely to reduce congestion and air pollution, accelerate progress on GHG emissions goals, and support Vision Zero safety initiatives.

Automated enforcement devices deter problem behaviors as drivers quickly come to realize they will likely be penalized. As a result of speed camera enforcement, speeding is down by over 60 percent at fixed-camera locations, and red-light violations have fallen 75 percent at active locations. Thanks to leadership from the State legislature, the number of school speed camera zones will increase from 140 to 750, and the hours and locations of operation will be extended. The City will advocate for State legislation for automated enforcement of select road laws, including automatically assessing parking fines and lane violations.

Congestion pricing is an effective method to manage demand on the city's busiest streets, while generating revenue for the MTA

### CENTRAL BUSINESS DISTRICT TOLLING ZONE



- **CONTINUE RECENT CONGESTION ENFORCEMENT EFFORTS**

New technologies will supplement recent congestion-fighting enforcement efforts which have included increased NYPD focus on block-the-box, streamlined curbside regulation to allow moving lanes during peak hours, and improved enforcement of HOV lanes.

- **OPTIMIZE CURB USE**

The City will optimize the use of curbside space by expanding bus and bike lanes, commercial loading/unloading, safety designs, and other high value uses of the curb. An effective curbside management system supports the City's economic development, social equity, and environmental sustainability goals. Working with communities and other agencies, DOT will enhance neighborhood safety, desirability, and accessibility to support commerce, create strong vibrant communities, and reduce the harmful impacts of vehicles on the environment.

DOT will launch a Parking Improvement Program focused on existing commercial districts across the city to reduce double-parking, improve the overall efficiency of the roadways, and expand commercial loading/unloading zones. This builds on DOT's existing Street Improvement Program, which improves pedestrian safety and adds bus and bike lanes as well as plazas and other street amenities where appropriate. DOT is also partnering with the Department of Sanitation to evaluate the potential for innovative solutions to curbside collection and storage of waste to reduce sidewalk clutter, increase collection efficiency, and improve quality of life. The City will utilize these and other programs to apply effective principles for curb management.



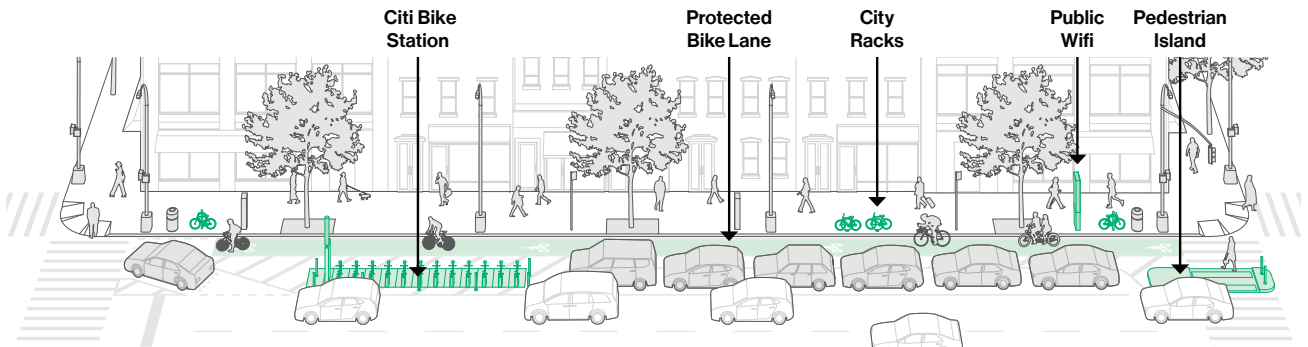
## POTENTIAL CURBSIDE USES

Working with communities, the City will enhance neighborhood safety, desirability, and accessibility to support commerce, create strong vibrant communities, and reduce the harmful impacts of vehicles on the environment.

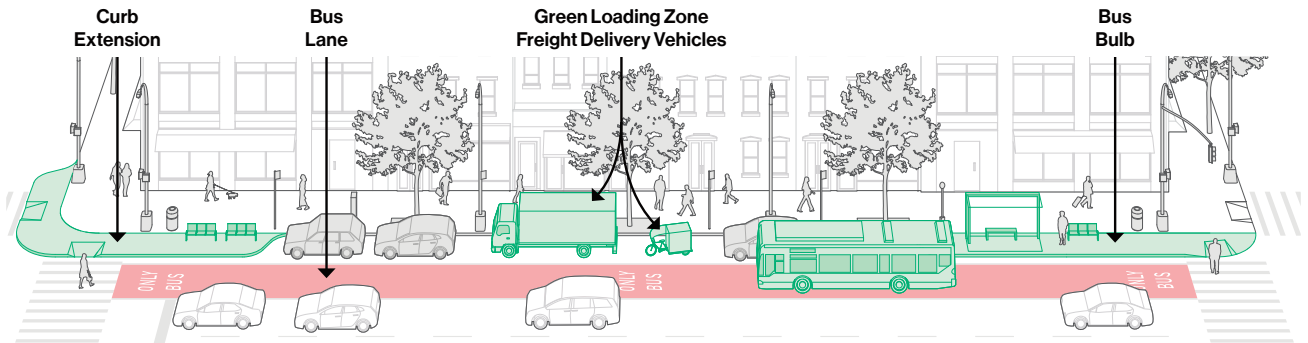
### TYPICAL CONDITION



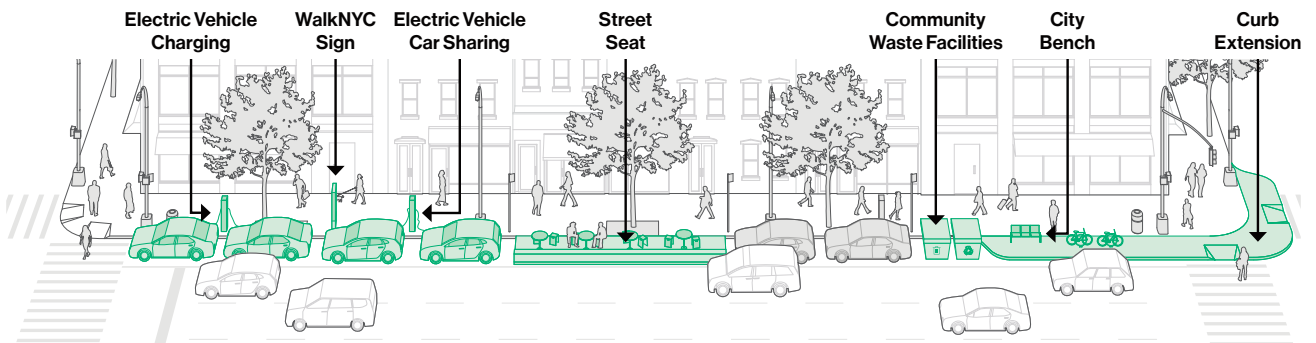
### BICYCLE AND PEDESTRIAN ENHANCEMENTS



### BUS AND DELIVERY ENHANCEMENTS



### COMMUNITY AMENITIES





- **IMPLEMENT NEW PROGRAMS TO REDUCE CONGESTION, BOOST DRIVER INCOME, AND SUPPORT EQUITABLE AND ACCESSIBLE FHV SERVICE CITYWIDE**

In an effort to curb the increasing number of new FHV and their associated impacts, the City paused the issuance of new FHV licenses for one year beginning in August 2018, with an exemption for wheelchair-accessible vehicles in partnership with the City Council. This legislation enabled TLC to protect workers by establishing a minimum payment for drivers working for the largest FHV companies. It also provided an incentive for companies to increase the amount of time drivers transport a passenger reducing the time spend circling with an empty vehicle.

Going forward, we will recommend sensible ways to address FHV-induced congestion and vehicles circling without passengers in the most congested parts of the city, while ensuring equitable access throughout the five boroughs based on a comprehensive study by TLC and DOT by the end of 2019.

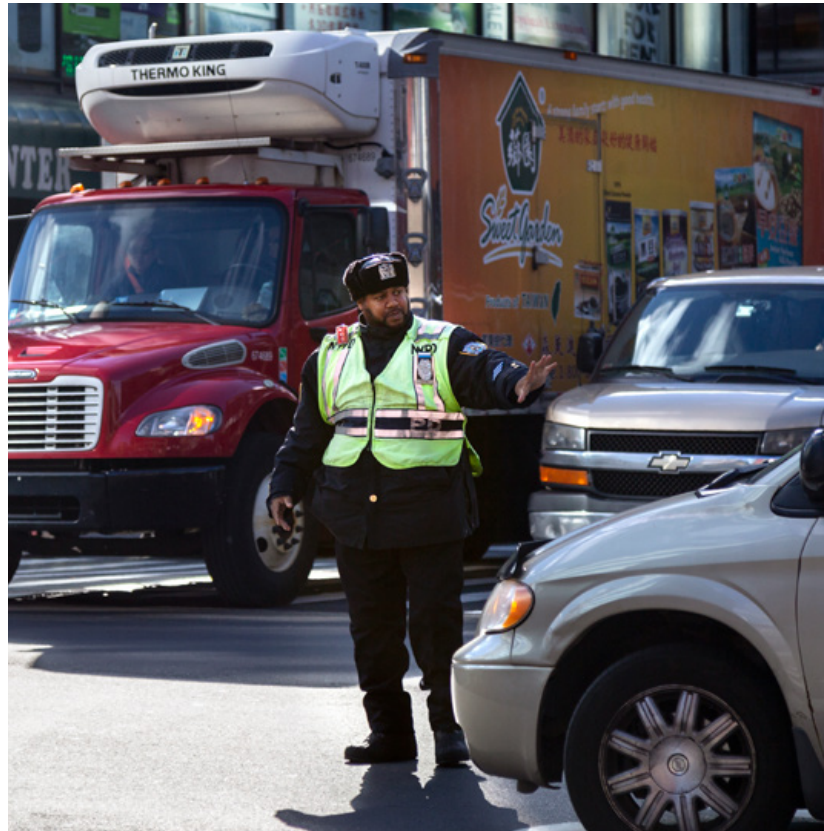
The City has made considerable efforts to ensure taxis, street-hail liveries, and FHV are accessible and meet the needs of all New Yorkers. TLC’s Citywide Accessible Dispatch Program, which expanded to all five boroughs in 2018, allows passengers to request wheelchair accessible taxi service by phone or mobile app, or online. In 2019, TLC enacted new rules to ensure greater FHV access for people in wheelchairs. In 2017, the MTA approved a formal pilot with TLC to use taxis and FHV in its Access-A-Ride (AAR) program, and started offering on-demand services via taxis to some AAR users.

- **EVALUATE CAR-SHARE PILOTS AND ENCOURAGE ELECTRIC-VEHICLE ADOPTION BY CAR-SHARE COMPANIES**

In 2018, the City launched a two-year citywide pilot designating nearly 300 parking spaces to car-share services. These services, such as Zipcar and Enterprise, give members access to a vehicle for short-term use (by the hour or even minute) at a cost that includes gas and insurance, thereby reducing the need for private vehicle ownership and demand for parking. The City, through DOT, will consider expanding the pilot in the coming years, and explore prioritizing electric vehicles (EVs) in the expanded pilot deployment.

- **ELIMINATE PARKING PLACARD ABUSE**

To curb abuse of City-issued parking placards, the City will develop new technology to replace physical placards by 2021 and deploy a 10-person DOT placard enforcement unit. By phasing out physical placards, DOT and the NYPD enforcement agents will be better able to identify fraud. These efforts will be supplemented with an increase in penalties and a strict three-strike policy for misusing a placard, that culminates in revocation. DOT’s dedicated enforcement team will initially focus on the two areas of the city most plagued by placard abuse: Lower Manhattan and Downtown Brooklyn.



NEW YORK CITY POLICE PERSONNEL DIRECTING TRAFFIC.



THE CITY’S STREET SEATS PROGRAM PROVIDES VALUABLE PUBLIC SPACE TO NEIGHBORHOODS.

## DEVELOP A CITYWIDE NETWORK OF ELECTRIC CHARGING INFRASTRUCTURE

To achieve the City's sustainability goals, an ambitious effort is needed to electrify existing transportation, including developing a citywide network of EV charging infrastructure to encourage EV adoption. To accomplish this, DOT and the Mayor's Office of Sustainability (MOS) will work with public- and private-sector partners to expand the network of publicly available EV chargers across the five boroughs, creating 50 fast-charging stations (full charge in 30 minutes) across the city and pilot-testing curbside Level 2 charging (full charge in 4–6 hours) in partnership with Con Edison.

Through the NYCx Climate Action Challenge, the City will launch a first-in-the-nation pilot to outfit light poles with chargers, initially focusing on City fleet vehicles, with a potential for future expansion. The City will work with the City Council to pass legislation to strengthen requirements on new parking lots to support electric vehicles. This law would increase conduit availability to 40 percent of new parking spots (up from 20 percent today), with 20 percent required to have chargers (up from zero).

## REDUCE THE CITY'S FLEET AND LOWER EMISSIONS

In recent years, the City has dramatically improved the fuel efficiency of the municipal fleet through increased purchases of electric and alternative-fuel vehicles. Despite this progress, the fleet has continued to grow. By leveraging emerging technology, the City will identify further efficiencies and enable a reduction in the number and size of specific vehicles. This will reduce vehicle miles traveled and emissions, and save half a million gallons of fuel per year.

### • REDUCE THE NUMBER AND SIZE OF CITY VEHICLES

Significant emission reductions will be achieved by improving the efficiency of the City's fleet, eliminating unnecessary vehicles and curbing the use of SUVs. Through an Executive Order, the City will expand its use of telematics to monitor vehicle usage and identify underused vehicles. This will eliminate 1,000 public vehicles and ten million annual vehicle miles traveled from the roads, thereby helping to reduce traffic and demand for parking from public vehicles.

### • GREEN THE FLEET

The City fleet will aim to become carbon neutral by 2040. Near term emissions reductions will be achieved by implementing renewable diesel fuel, accelerating the transition to EV and hybrid vehicles, and increasing the efficiency of the fleet, which will help reduce the City's fuel consumption to below 2014 levels. Longer term reductions will rely on the 100 percent clean electricity grid planned by New York State and encouraging technological advances for emergency response and heavy vehicles.

## INCENTIVIZE COMMERCIAL AND FLEET VEHICLES TO REDUCE EMISSIONS

In select locations, the City, through DOT, will work with MOS, the NYPD, DMV, and the freight industry to pilot Green Loading Zones, which dedicate curb space for zero-emission vehicles (ZEVs) to pick up and drop off goods. If successful, the pilot might lead to a phased expansion of low-emission areas where ZEVs and freight e-cycles would have dedicated curb access, non-ZEV low-emission vehicles might have priority access by permit, and higher-polluting trucks might have more restricted opportunities for loading and unloading, including restrictions of rush hour deliveries. Additionally, DOT will build on the successful Hunts Point Clean Truck Program and expand it to other Industrial Business Zones where heavy truck pollution causes significant, adverse health impacts.



ELECTRIC VEHICLE CHARGING.



# INITIATIVE 27 OF 30

## STRENGTHEN CONNECTIONS TO THE REGION AND THE WORLD

### **NEW YORK CITY IS THE HUB OF A REGIONAL ECONOMY THAT STRETCHES FROM THE DELAWARE RIVER TO MONTAUK, AND NORTH INTO CONNECTICUT AND THE HUDSON VALLEY.**

Every day a million people come to the city to work, and more than 300,000 city residents commute in the other direction. That exchange relies on the nation's most extensive transit and infrastructure network, including subway, Port Authority Trans Hudson (PATH), regional rail, buses and ferries. Additionally, millions of tons of freight are moved into, out of, and through the city to service the region's economy and residents. As the region grows, increasing access to opportunity and decreasing roadway congestion requires a regional approach and coordinated solutions. We will improve our connections to the region to better serve New York City residents, businesses and visitors, modernize the city's freight network by reducing reliance on trucks, encouraging sustainable rail and maritime freight alternatives, and improving "last mile" deliveries, and support improved operations and access to our airports.

### **EXPAND REGIONAL TRANSPORTATION CONNECTIVITY AND CAPACITY**

Many New Yorkers think of regional rail as being for commuters from outside the city. Yet with 39 commuter rail stations within the five boroughs, this system has the potential to be better utilized within the city while improving connections to the region. Through regional fare integration, the city can follow the examples set by London, Paris, and Tokyo, which have integrated rapid and commuter transit to amplify their mobility options. With an anticipated 40 percent increase in commuters from New Jersey by 2040, and growth in other neighboring areas, we must expand capacity to support the regional economy, and evaluate introducing through-running of commuter rail to better connect the region and ease congestion at transit hubs.

### **• INVEST IN MAJOR TRANS-HUDSON IMPROVEMENTS**

The Gateway Program is one of the most important transit projects in the nation, and is critical to the future of New York City and the metropolitan region. The first phase of the program will construct new tunnels across the Hudson River to increase capacity and redundancy, which will allow for the proper rehabilitation of the existing 110 year-old tunnels that were seriously damaged by Hurricane Sandy. Federal funding is urgently needed. If the existing tunnels were to shut down it would cost the region billions of dollars and impact the commutes of nearly half a million people.

The Port Authority Bus Terminal (PABT) in Midtown is currently over capacity and in poor physical condition and will need to be rebuilt in order to accommodate the growing number of people coming by bus to Midtown, including those that have had to resort to street loading with no space available inside the current facility. The rebuilding of the PABT must address the need for creating space for intercity as well as commuter buses, manage air-quality impacts, integrate seamlessly with other modes of transportation, and deliver a design befitting its stature as gateway to a global city.

### **• COMPLETE PENN STATION AND EAST SIDE ACCESS PROJECTS**

The Long Island Railroad (LIRR) East Side Access project, to be completed by 2022, and the forthcoming Metro North Railroad (MNR) Penn Station Access project offer a vision of more integrated and connected commuter rail systems that can add redundancy and increase capacity to serve the growing region. East Side Access will allow more than 150,000 daily commuters a direct connection to the East Side of Midtown, providing a faster and easier commute to Long Island and Queens residents. The Penn Station Access project will provide a one-seat ride for the New Haven Metro-North line into Penn Station, while adding four new ADA-accessible stations to the East Bronx. This will dramatically reduce travel times for commuters, while bringing reliable transit to underserved communities.



- **EVALUATE THROUGH-RUNNING OF COMMUTER RAIL SERVICE**

Commuter rail service that connects New Jersey Transit (NJT) and MTA commuter rail service—known as “through-running”—would provide advantages in passenger mobility, as well as operational benefits at congested Penn Station. MTA implemented a limited trial of this service for the 2014 Super Bowl, and has committed to further evaluating its potential going forward. The City supports operational improvements that might limit future costs of capacity expansion at Penn Station, and increase opportunities for service to secondary centers on the Northeast Corridor — especially Long Island City and the Bronx. In addition, the introduction of new fare-payment mechanisms and technology allow for trip and fare integration between systems even where physical transfers are necessary.

- **ADVOCATE FOR REGIONAL FARE INTEGRATION WITH COMMUTER RAIL LINES, FERRIES, AND OTHER MODES**

While performance and capacity issues pose challenges for the New York City Transit (NYCT) system, the LIRR and MNR commuter rail systems remain underutilized by in-city commuters, in large part because of high fares and the lack of a free transfer to the subway and bus network. However, commuter rail could dramatically shorten the commutes of many city residents living far from subway lines. The MTA should reduce the fare of in-city commuter rail trips to the same fare as NYCT subway and buses with free transfers between these systems. Lower daily, weekly and monthly fares for in-City trips with free subway/bus transfers would divert tens of thousands of daily riders from crowded subway lines and dramatically reduce vehicle trips. The MTA’s rollout of its One Metro New York (OMNY) contactless payment system offers the mechanism for regional fare integration, and the City will work with MTA to support the integration of more modes of transportation, including NYC Ferry, into the system.

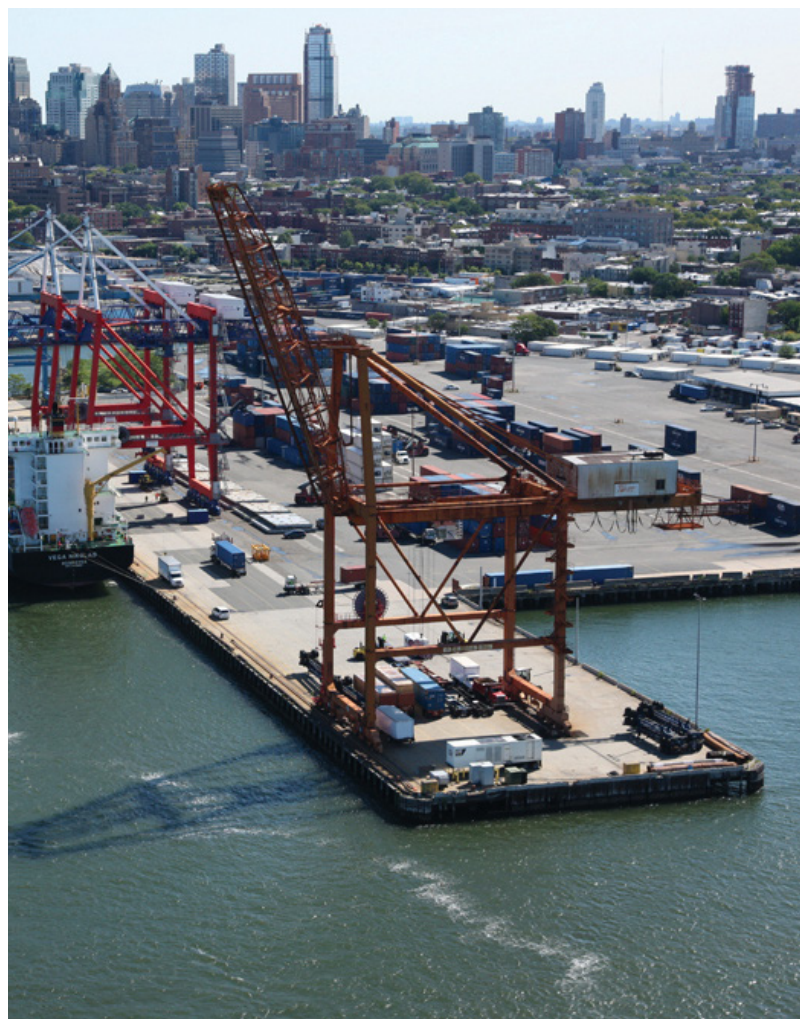
- **COORDINATE WITH NEIGHBORING AREAS TO IMPROVE CROSS-BORDER TRANSPORTATION OPTIONS**

More than 300,000 New York City residents work outside the city, with many commuting between the Bronx and Westchester, or Queens and Long Island. These reverse commuters experience inadequate rail and infrequent bus services, in addition to poorly planned interchanges between suburban modes and the subway. New York City will work more closely with suburban neighbors to support these critical reverse-commute links, and expanding last-mile transit access.

## MODERNIZE NEW YORK CITY’S FREIGHT TRANSPORTATION NETWORK

In 2017, truck-traffic congestion cost the local economy \$862 million, hurting local businesses and increasing vehicle emissions from idling. Local freight volumes are forecasted to grow an estimated 68 percent by 2045, which would only exacerbate already worsening highway congestion and air quality. Provided that trucks move roughly 90 percent of freight by volume through the City, multimodal solutions are necessary to mitigate these impacts.

Given rising local freight volumes, and 41 percent of New Yorkers receiving a delivery at their home more than once a week, the City must work to reduce the impacts of trucks that deliver last-mile freight. This can be accomplished through the use of alternative fuels, clean technologies, off-hour deliveries, mobile applications, and facilitating the delivery of construction-related cargo by water.



CRANES UNLOAD FREIGHT AT RED HOOK CONTAINER TERMINAL IN BROOKLYN.

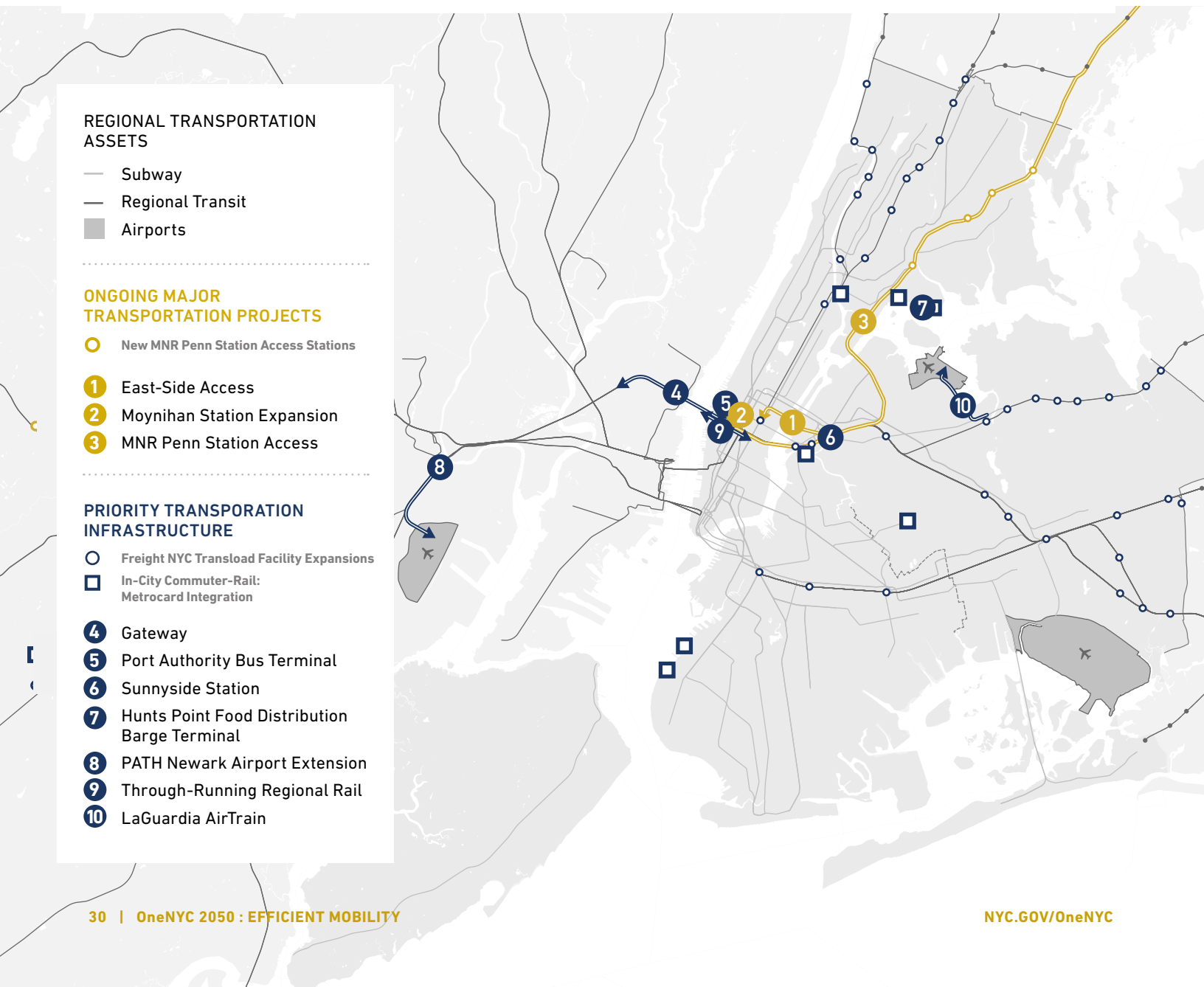
## • IMPLEMENT FREIGHT NYC

Released in July 2018, Freight NYC is the City's action plan to overhaul the aging freight-distribution system. Through strategic investments, the New York City Economic Development Corporation (NYCEDC) seeks to modernize rail and maritime infrastructure, develop modern distribution facilities, and incentivize the deployment of clean trucks—all while creating nearly 5,000 good-paying jobs for New Yorkers. Through Freight NYC, the City and its partners are acting to protect the environment, traffic systems, and regional economy in the decades to come.

Freight NYC includes plans to develop a barge terminal to serve the Hunts Point Food Distribution Center, coordinate with regional partners on increasing marine freight, construct new transload facilities and rail sidings to connect Brooklyn and Queens to the national rail network, and support the development of freight hubs across the city to optimize the distribution network and reduce miles traveled. Once fully implemented, Freight NYC is projected to eliminate up to 40 million truck miles, 71,500 metric tons of GHG emissions, and 30,000 pounds of particulate matter annually.

New York City is the hub of a regional economy. Investments in transportation infrastructure will enable its growth.

Source: EDC, DCP, DOT



- **IMPROVE LAST-MILE FREIGHT DELIVERIES**

To address growing freight and goods movement, the City's forthcoming Smart Truck Management Plan seeks to improve the safety of truck travel within New York City, foster the sustainable and responsible movement of goods, expand partnerships within the public and private sectors, and improve the efficiency of truck movement to, from, and within the City. Key strategies include incentivizing sustainable last mile freight delivery by pedal-assist bicycles and electric vehicles, exploring opportunities for microfreight distribution centers in highly congested commercial areas, promoting the development of delivery and service plans for large freight generators, and expanding the Off-Hour Deliveries Program to 900 new retail locations by the end of 2021. Shifting deliveries to off-hours can reduce delivery costs, reduce fuel consumption, improve air quality, and reduce congestion. The City estimates that if only 10 percent of freight receivers in Manhattan participate in the program, congestion during business hours can be reduced by approximately 6 percent. In addition to encouraging off-hour deliveries, the City will revise rules to cut double parking, use its role on the Traffic Mobility Review Board to reduce peak hour truck deliveries through pricing, and refine enforcement and restrictions on delivery times rules in key congested areas, while mindful of effects on local businesses.

## **IMPROVE THE SUSTAINABILITY AND EFFICIENCY OF AIR TRAVEL**

New York City is a global point of entry and destination for tourists, business people, and immigrants. Our region's airports are gateways to the world, serving more than 130 million passengers a year. The Port Authority of NY & NJ (PANYNJ), which manages the airports, has committed to major revitalization projects for passenger terminal infrastructure at John F. Kennedy International Airport (JFK), LaGuardia Airport (LGA), and Newark Liberty International Airport (EWR). These enhancements will significantly improve the passenger experience.

However, despite substantial ongoing investments, airport capacity is nearly maxed out, limited by congested airspace and a finite number of runways. Furthermore, an outdated slot management system at JFK and LGA limits airline competition while providing perverse incentives. Finally, our region relies on an outdated, overburdened, and understaffed National Airspace System that hampers airport capacity. By some estimates, rippling delays from our region cause up to 60 percent of all nationwide delays in air travel.

As the landlord of the PANYNJ, the City should ensure airport operations meet the needs of a global city. This means expanding capacity and increasing competition to ensure affordable travel for all, while working with the airlines and other stakeholders to reduce noise and GHG emissions.

- **ENCOURAGE SUSTAINABLE ALTERNATIVES FOR AVIATION FUEL AND ELECTRIFY AIRPORT EQUIPMENT**

Air travel is the most difficult transportation mode to decarbonize because aircraft require liquid fuels. Electrification for aircraft is not yet realistic option at scale, and development timelines for new aircraft span decades, so many of the aircraft in use today will still be in use in the 2030s and 2040s. Sustainable aviation fuels can help reduce the GHG footprint of the aviation sector as other sectors electrify. Sustainable aviation fuel can reduce the life cycle of GHG emissions by up to 80 percent.

Technology currently exists to electrify most of the equipment used to service aircraft, including baggage tugs, pushback tractors, and belt loaders. Electrifying this equipment could substantially reduce GHG emissions and result in disproportionate benefits to air quality. As part of the airline lease agreements, the City recommends a phase out of the oldest and dirtiest equipment and a move to electrified equipment by 2025. Similarly, ground transportation providers such as taxis, livery cabs, and shuttle-bus operators all have substantial options for vehicle electrification.

- **ADVOCATE FOR ACCELERATED ROLLOUT OF NEXTGEN PROGRAM AND OPERATIONAL IMPROVEMENTS AT REGIONAL AIRPORTS**

For more than ten years, the Federal Aviation Administration (FAA) has been introducing elements of an ambitious program, NextGen, to reform the National Airspace System. The full rollout of NextGen across the region will reduce aircraft delays both in the air and on the ground. However, with inconsistent federal funding and only gradual adoption by airlines, rollout has been slower than anticipated. Accelerated investment in NextGen aircraft equipment will be needed to realize the full delay-reduction benefits. NextGen implementation should be coupled with a reasonable review of operating limitations, or slots, allocated at JFK and LGA to ensure takeoff and landing capacity is as efficient as possible.

Additionally, there are short-term fixes that can help reduce regional delays. Fully staffing FAA facilities would improve utilization of existing runways and airspace. Additionally, the Port Authority should continue to ensure runway rehabilitations and terminal redesigns include associated improvements to taxiways and airfield infrastructure, which can be a low-cost way to improve the configuration of its airfields and use real estate more efficiently.

- **SUPPORT IMPROVED TRANSIT ACCESS TO JFK, LGA, AND EWR**

Most global cities have fast and direct mass transit access to their major airports, and New York City should be no exception. The City will continue to work with the MTA, and the Port Authority to improve transit access to the region's airports, including the forthcoming AirTrain to LaGuardia, and PATH extension to Newark Airport.



# THE PATH FORWARD

**TO ACHIEVE OUR GOALS, WE MUST HAVE A PLAN AND HOLD OURSELVES ACCOUNTABLE.** Here, we identify the actions that are necessary to achieve our goals, the owners of each action, and the indicators that will help us measure progress and ensure success. We are also constantly working to raise our ambitions, with several opportunities in the near future to add more detail to select indicators and targets. For further information and a complete set of interim milestones, see our detailed action plans at [nyc.gov/OneNYC](http://nyc.gov/OneNYC).

INITIATIVE #24: MODERNIZE NEW YORK CITY'S MASS TRANSIT NETWORKS		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Improve the affordability and accessibility of the subway system	DOT, MTA, DCP	Partially Funded
Improve bus network performance by expanding bus priority citywide	DOT, MTA	Partially Funded
Provide New Yorkers with more transit options	EDC	Partially Funded
INDICATORS	LATEST DATA	TARGET
Average citywide bus speeds (NYC Transit and MTA Bus Company)	8.0 mph (2018)	10.0 mph by end of 2020
Annual bus ridership (NYCT and MTA Bus Company)	724M (2018)	Increase
Annual NYC Ferry riders	4.9M (2018)	11M by 2023

INITIATIVE #25: ENSURE NEW YORK CITY STREETS ARE SAFE AND ACCESSIBLE		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Implement the Vision Zero Action Plan	DOT, NYPD	Partially Funded
Transform dangerous arterial roads into Vision Zero Great Streets	DOT	Partially Funded
Reduce fatalities and serious injuries involving fleets managed or regulated by City agencies	DCAS, TLC, BIC	Funded
Expand and increase connectivity of the bike network	DOT	Partially Funded
Enhance walkability and accessibility	DOT	Partially Funded
INDICATORS	LATEST DATA	TARGET
Traffic fatalities and serious injuries	202 (2018)	0 fatalities
Share of New Yorkers that live within 1/4 mile of the bike network	80% (2016)	90% by 2022

INITIATIVE #26: REDUCE CONGESTION AND EMISSIONS		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Manage vehicle demand on city streets	DOT, MTA, TLC	Partially Funded
Develop a citywide network of electric charging infrastructure	DOT, MOS, Con Edison	Partially Funded
Reduce the City's fleet and lower emissions	DCAS	Budget Neutral
Incentivize commercial and fleet vehicles to reduce emissions	DOT, MOS, NYPD	TBD
INDICATORS	LATEST DATA	TARGET
Share of trips by sustainable modes (walking, biking, and mass transit)	68% (2017)	80% by 2050
GHG emissions from the transportation sector	6% reduction from 2005 baseline (2017)	Decrease by 70% by 2050

INITIATIVE #27: STRENGTHEN CONNECTIONS TO THE REGION AND THE WORLD		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Expand regional transportation connectivity and capacity	DCP, DOT, MTA, PANYNJ, Amtrak, New Jersey Transit	Partially Funded
Modernize New York City's freight transportation network	EDC, DOT	Partially Funded
Improve the sustainability and efficiency of air travel	MOS	Budget Neutral
INDICATORS	LATEST DATA	TARGET
Share of cargo volume by rail	2% (2018)	7% by 2040
Share of cargo volume transported by water	8% (2018)	11% by 2040

For more information on the funding status of OneNYC initiatives, please see the City of New York Fiscal Year 2020 Executive Budget and Ten-Year Capital Strategy.





DON'T BLOCK  
THE BOX  
FINE +2 POINTS

MAIN ST

NO  
TURNS  
7AM-9PM  
EXCEPT  
BUSES

ND  
ATM  
NEW YORK  
LOTTERY  
GAMES  
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# WHAT YOU CAN DO

**BUILDING A STRONG AND FAIR CITY WILL REQUIRE THE HELP AND SUPPORT OF ALL NEW YORKERS. HERE ARE A FEW EASY STEPS YOU CAN TAKE.**

## 1

**TRY A NEW TRANSIT MODE.** Explore your preferred mapping app or visit [NYCGo](#) to find a new transit mode for your morning commute. Take the bus, rent a Citi Bike, ride the ferry, or try out the Roosevelt Island Tramway. Learn about options for discounted rides through Citi Bike and Fair Fares.

## 2

**BE SAFE** by picking up a free bike helmet, attending a car-seat safety fitting, or participating in your local school's "We're Walking Here" challenge, and taking the [#SafeDriverPledge](#). Use the NYC311 mobile app to make your route safer by reporting potholes or blocked sidewalks, bike lanes, or bus lanes.

## 3

**APPLY FOR A NEW YORK CITY PEDESTRIAN PLAZA** in your neighborhood Transform an underused street in your community into a vibrant, social public space. Work with your organization to apply to the NYC Plaza Program for a new plaza site in your neighborhood. Partner with DOT to operate, maintain, and manage the space as a vibrant pedestrian plaza, and help ensure all New Yorkers live within a 10-minute walk of quality open space.

For more ways you can get involved, visit [NYC.GOV/OneNYC](#).  
Share your story of taking action on social media and tag us at [#OneNYC](#).



THE CITY OF NEW YORK  
MAYOR BILL DE BLASIO

DEAN FULEIHAN  
FIRST DEPUTY MAYOR

DOMINIC WILLIAMS  
CHIEF POLICY ADVISOR

DANIEL A. ZARRILLI  
OneNYC DIRECTOR

# OneNYC

Learn more about how we are building  
a strong and fair city: [NYC.GOV/OneNYC](http://NYC.GOV/OneNYC)



Join the conversation on social media  
and tag us at **#OneNYC**.





**OneNYC 2050**

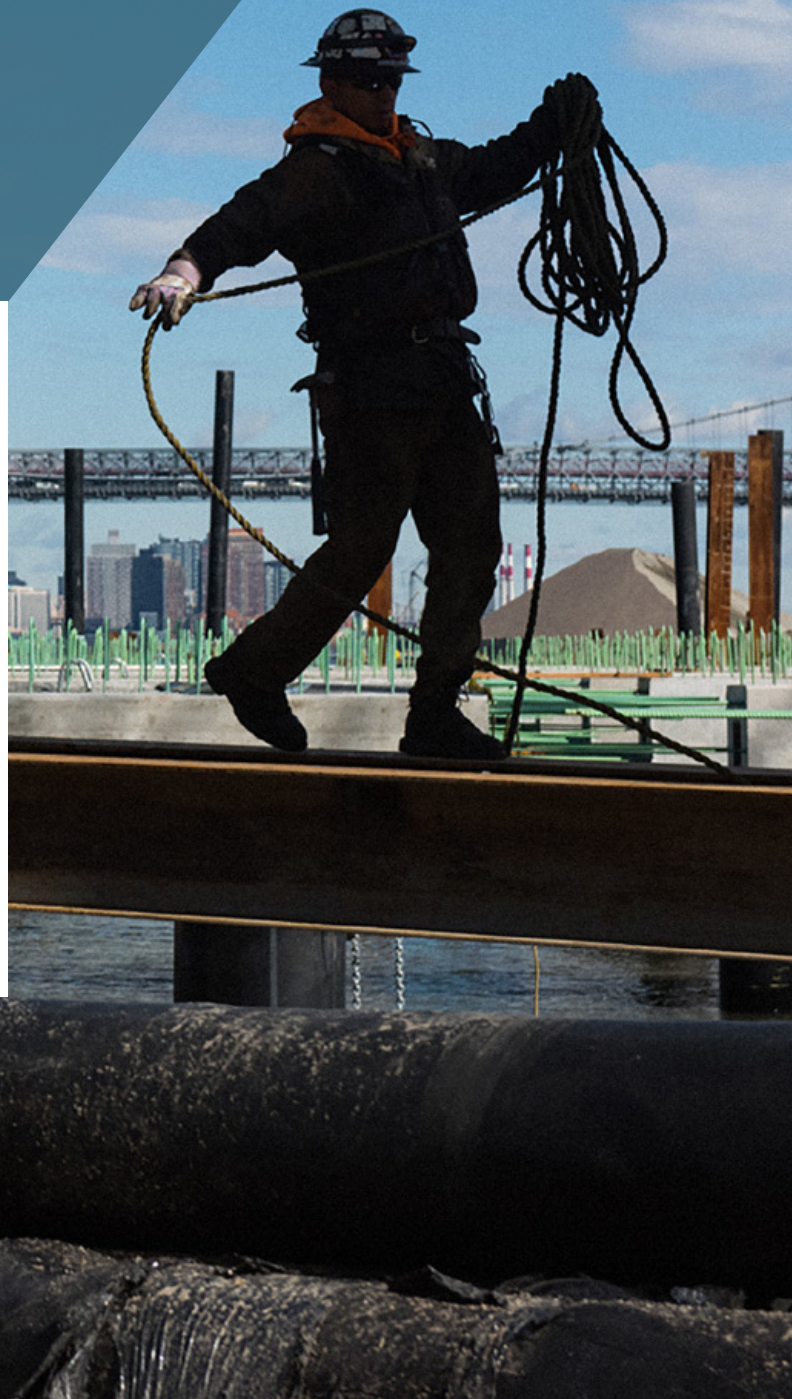
**BUILDING A STRONG AND FAIR CITY**

# MODERN INFRASTRUCTURE

VOLUME 9 OF 9

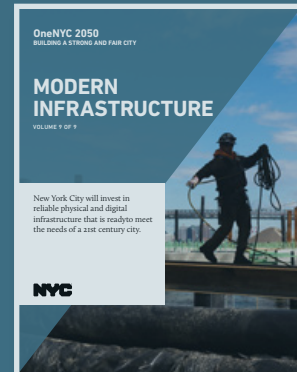
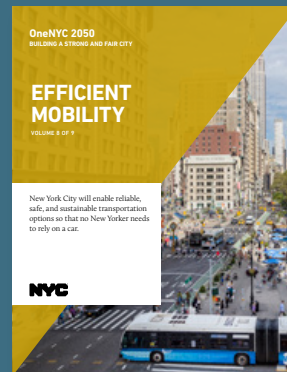
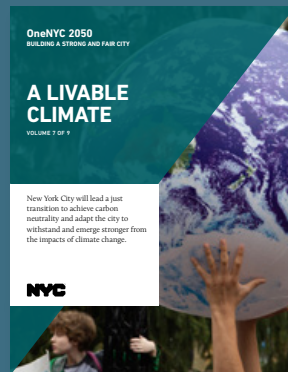
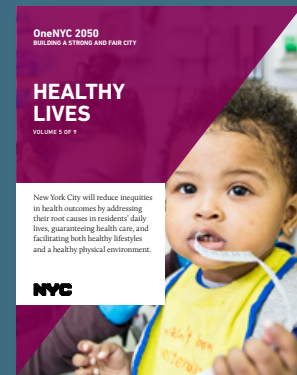
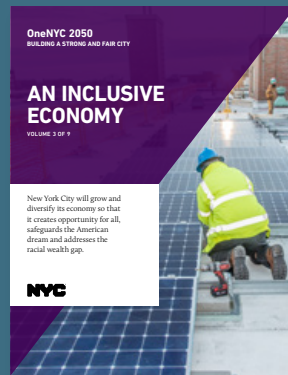
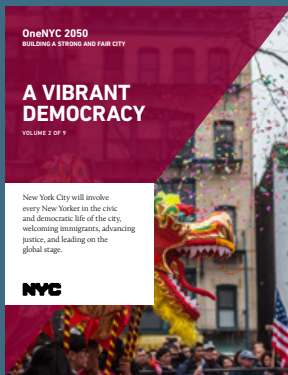
New York City will invest in reliable physical and digital infrastructure that is ready to meet the needs of a 21<sup>st</sup> century city.

**NYC**





# ONENYC 2050 IS A STRATEGY TO SECURE OUR CITY'S FUTURE AGAINST THE CHALLENGES OF TODAY AND TOMORROW. WITH BOLD ACTIONS TO CONFRONT OUR CLIMATE CRISIS, ACHIEVE EQUITY, AND STRENGTHEN OUR DEMOCRACY, WE ARE BUILDING A STRONG AND FAIR CITY. JOIN US.



Learn more about how we are building a strong and fair city:  
**NYC.GOV/OneNYC**

Join the conversation on social media and tag us at **#OneNYC**

## OneNYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES TO SECURE OUR CITY'S FUTURE.

<b>A VIBRANT DEMOCRACY</b>	1. Empower all New Yorkers to participate in our democracy
	2. Welcome new New Yorkers from around the world and involve them fully in civic life
	3. Promote justice and equal rights, and build trust between New Yorkers and government
	4. Promote democracy and civic innovation on the global stage
<b>AN INCLUSIVE ECONOMY</b>	5. Grow the economy with good-paying jobs and prepare New Yorkers to fill them
	6. Provide economic security for all through fair wages and expanded benefits
	7. Expand the voice, ownership, and decision-making power of workers and communities
<b>THRIVING NEIGHBORHOODS</b>	8. Strengthen the City's fiscal health to meet current and future needs
	9. Ensure all New Yorkers have access to safe, secure, and affordable housing
	10. Ensure all New Yorkers have access to neighborhood open spaces and cultural resources
	11. Advance shared responsibility for community safety and promote neighborhood policing
<b>HEALTHY LIVES</b>	12. Promote place-based community planning and strategies
	13. Guarantee high-quality, affordable, and accessible health care for all New Yorkers
	14. Advance equity by addressing the health and mental health needs of all communities
	15. Make healthy lifestyles easier in all neighborhoods
<b>EQUITY AND EXCELLENCE IN EDUCATION</b>	16. Design a physical environment that creates the conditions for health and well-being
	17. Make New York City a leading national model for early childhood education
	18. Advance equity in K-12 opportunity and achievement
<b>A LIVABLE CLIMATE</b>	19. Increase integration, diversity, and inclusion in New York City schools
	20. Achieve carbon neutrality and 100 percent clean electricity
	21. Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient
	22. Create economic opportunities for all New Yorkers through climate action
<b>EFFICIENT MOBILITY</b>	23. Fight for climate accountability and justice
	24. Modernize New York City's mass transit networks
	25. Ensure New York City's streets are safe and accessible
	26. Reduce congestion and emissions
<b>MODERN INFRASTRUCTURE</b>	27. Strengthen connections to the region and the world
	28. Make forward-thinking investments in core physical infrastructure and hazard mitigation
	29. Improve digital infrastructure to meet the needs of the 21st century
	30. Implement best practices for asset maintenance and capital project delivery

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# MODERN INFRASTRUCTURE

New York City will invest in reliable physical and digital infrastructure that is ready to meet the needs of a 21<sup>st</sup> century city.



# IN WAYS BOTH SIMPLE AND COMPLEX, OUR LIVES REVOLVE AROUND INFRASTRUCTURE.

Turn on the lights or a faucet, and a complex network of systems kicks in. Use your smartphone to text or email a friend and your message gets delivered via cell towers and underground cables in real time. Your commute to work or school depends on roads, subways, and bike lanes that form the backbone of a dense transportation infrastructure, much of which has evolved over the past century.

Today, infrastructure has taken on a new meaning, and is a key tool to achieving equity citywide. Digital connectivity is not a luxury intended for entertainment, a fundamental right and an essential tool for modern living — whether it’s helping your child with homework,

searching online for housing, or running a start-up or small business. But digital infrastructure also complicates our lives, raising questions about personal privacy and cybersecurity. Today’s challenges, such as climate change and public health force us to rethink infrastructure needs to meet the challenges of today and the future.

The strategies detailed in OneNYC 2050 will modernize the city’s infrastructure. We are working toward universal broadband to close the digital divide, and improving our capital planning processes to accelerate upgrades to core infrastructure such as roads, water, sewers, parks and libraries. And as we face new risks, the City will ensure our risk management and emergency management planning practices are strong enough to protect residents, businesses, and government agencies from these threats.

## INDICATORS

NEW YORK CITY WILL MEASURE PROGRESS BY TRACKING THE FOLLOWING INDICATORS:

INDICATOR	LATEST DATA	TARGET
ELECTRIC VEHICLE SHARE OF NEW MOTOR VEHICLE SALES	1.4% (2017)	20% BY 2025
NEW YORK CITY HOUSEHOLDS WITH A RESIDENTIAL BROADBAND SUBSCRIPTION	71% (2018)	INCREASE
DEPARTMENT OF DESIGN AND CONSTRUCTION PROJECTS COMPLETED EARLY OR ON TIME	88% (2018)	INCREASE

## CONTEXT

### NEW YORK CITY'S CRITICAL INFRASTRUCTURE IS ESSENTIAL

to the smooth functioning of the City and the local and regional economies. Yet the delivery of essential services depends on infrastructure that is currently in need of significant repair, investment, and modern asset management.

Much of the city's infrastructure was built a century ago and has suffered from historic disinvestment, neglect, and poor maintenance. On average, our sewer mains are 85 years old, water mains are 70 years old, and the electric grid dates back to the 1920s. Transportation infrastructure suffers from performance and capacity issues, with a subway system suffering from unreliable service and overcrowding, and significant funding gaps for the Gateway Program — which will replace critical trans-Hudson tunnels damaged by Hurricane Sandy. The Port Authority Bus Terminal in Midtown — a major transportation gateway to the city — was built in 1950, and despite renovations over the years, is over capacity and has physically degraded. To meet the needs of a growing population and economy, and to prepare for a changing climate, we must fortify and upgrade our infrastructure.

Construction activity is at a record level across the city, contributing to rising construction and materials costs. Meanwhile there is insufficient urban infrastructure spending at the federal level. State and local regulations add substantial burdens to capital project delivery, inflating costs and timelines, and legacy technology systems impair the City's ability to analyze, track, and ensure accountability on its projects. Therefore, it is more important than ever to identify and resolve inefficiencies in the City's delivery of capital infrastructure projects.

To keep pace with a growing population and economy, our core infrastructure must be adapted for the 21<sup>st</sup> century, especially in terms of digital infrastructure — to make it easier and more affordable for all residents and small businesses to gain broadband coverage, be digitally literate and aware of cyberthreats and misinformation, and make New York City a global leader in smart cities cybersecurity. The City's 2015 commitment to universal broadband relied on cooperation from the federal government to require higher quality and affordability standards from the private sector. Since 2017, the federal government has undercut our policy gains, undermined local authority over public property, and eliminated net neutrality protections, leaving the City alone in striving to ensure more broadband options are available to all New Yorkers. These challenges, however, will not stand in our way.



The Sustainable Development Goals (SDGs) are the global blueprint adopted by all countries at the United Nations to achieve a better and more sustainable future for all, encompassing strategies to end poverty, improve health and education, reduce inequality, spur economic growth, and tackle climate change. By demonstrating directly how OneNYC 2050 aligns with the SDGs, we strengthen our efforts to build a strong and fair city. Our goal to achieve Modern Infrastructure supports the following SDGs:



Learn more about the SDGs online at:  
<https://sustainabledevelopment.un.org/sdgs>

## PROGRESS

### AS PART OF THE CITY'S MORE THAN \$100 BILLION TEN-YEAR CAPITAL STRATEGY, THE CITY HAS MADE STRATEGIC IMPROVEMENTS TO KEY INFRASTRUCTURE NETWORKS.

For example, in 2015, to address long-standing concerns about flooding in Southeast Queens, the City will invest \$1.9 billion over ten years for a robust, area-wide drainage system, and to replace old water mains — including 45 separate capital projects in St. Albans, Rosedale, Jamaica, Laurelton, and Springfield Gardens. With the opening of the East 91st Street Marine Transfer Station, the City has completed the last of the nine facilities envisioned in the long-term Solid Waste Management Plan. NYC Ferry, launched in 2017, has become a popular and widely used addition to the City's transportation network, with ride prices equal to those of the subway.

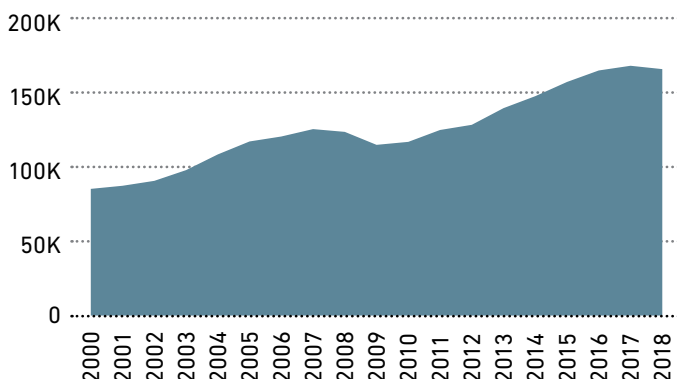
In 2019, the Department of Design and Construction (DDC) released *A Strategic Blueprint for Construction Excellence*, which strives to improve the agency's capital project delivery, and provides a model the rest of the City can follow. In 2016, the creation of the Front End Planning units, which work with client agencies on project scopes, schedules, cost estimates, and risk assessments before the formal commencement of projects has ensured the scope of work and budget meet necessary requirements, thereby reducing project delays and cost overruns.

New York City has also taken action to counter growing vulnerability from cyberattacks, creating the New York City Cyber Command (NYC3) in 2017. NYC3 has developed a coordinated approach to mitigating cyber risk, pioneering world-class approaches to preventing, detecting, responding to, and recovering from cyberthreats.

Construction activity is at a record level across the city, with permits increasing 44 percent since 2014, which contributes to rising construction and materials costs.

Source: DOB

#### CONSTRUCTION PERMITS



## WHAT WE HEARD FROM NEW YORKERS

OF THE MORE THAN 14,000 RESPONDENTS TO OUR CITYWIDE SURVEY, 57 PERCENT SELECTED **TRANSPORTATION AND INFRASTRUCTURE AS A CHALLENGE FACING THE CITY.** The most frequently cited theme was a need for more investment in citywide infrastructure to support the increasing population, as well as a push for new innovative funding streams to support this goal. Respondents also emphasized the importance of updating the city's digital infrastructure — for example, by increasing connectivity and cybersecurity — to meet modern demands. As one person recommended, “Provide better internet security measures that will prevent scams and hackers on mobile and personal computers.”

*“Provide better internet security measures that will prevent scams and hackers on mobile and personal computers.”*

- Resident of Bedford-Stuyvesant, Brooklyn





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## WHAT WE WILL DO

**MODERNIZING OUR INFRASTRUCTURE REQUIRES A COMMITMENT TO DATA-DRIVEN CAPITAL PLANNING** that anticipates the needs of the future, while improving the capital delivery process to deliver more projects on time and on budget. A modern city requires smart infrastructure that includes high-speed broadband and is able to properly mobilize and respond to any risk, whether it be cyberattacks, financial risks, or infectious disease.

The City will continue to improve its capital planning practices to direct resources and build out infrastructure, using population projections and the development pipeline, in addition to considering demographic shifts, the impacts from climate change, equity improvements, and community perspectives. In addition, significant funding has demonstrated the City's continued dedication to achieving a state of good repair. Emerging sensor technology, along

with supporting data infrastructure, enables data-driven asset management, allowing the City to be proactive rather than reactive to problems as they arise. To accelerate the pace of infrastructure projects, the City will reform capital planning processes to ensure projects are fully funded and delivered on time and on budget. Meanwhile, the continuous upgrading of legacy technology systems offers the possibility for greater data integration, analysis, and performance management. Furthermore, the State has already begun implementing best practices in capital delivery such as design-build, for its own projects, and the City will continue advocating for expanded authority to do the same.

To put New York City on the path to universal broadband, we will incentivize new providers in more parts of the city, with options for faster service and respect for personal privacy. We will, through digital literacy programs, ensure residents are able to take full advantage of available broadband access, and create the world's most robust cyber ecosystem. The City will continue to pioneer cutting-edge approaches to address cybersecurity threats, and grow the local talent pool to spur innovation and encourage the establishment of new cybersecurity companies across the five boroughs.

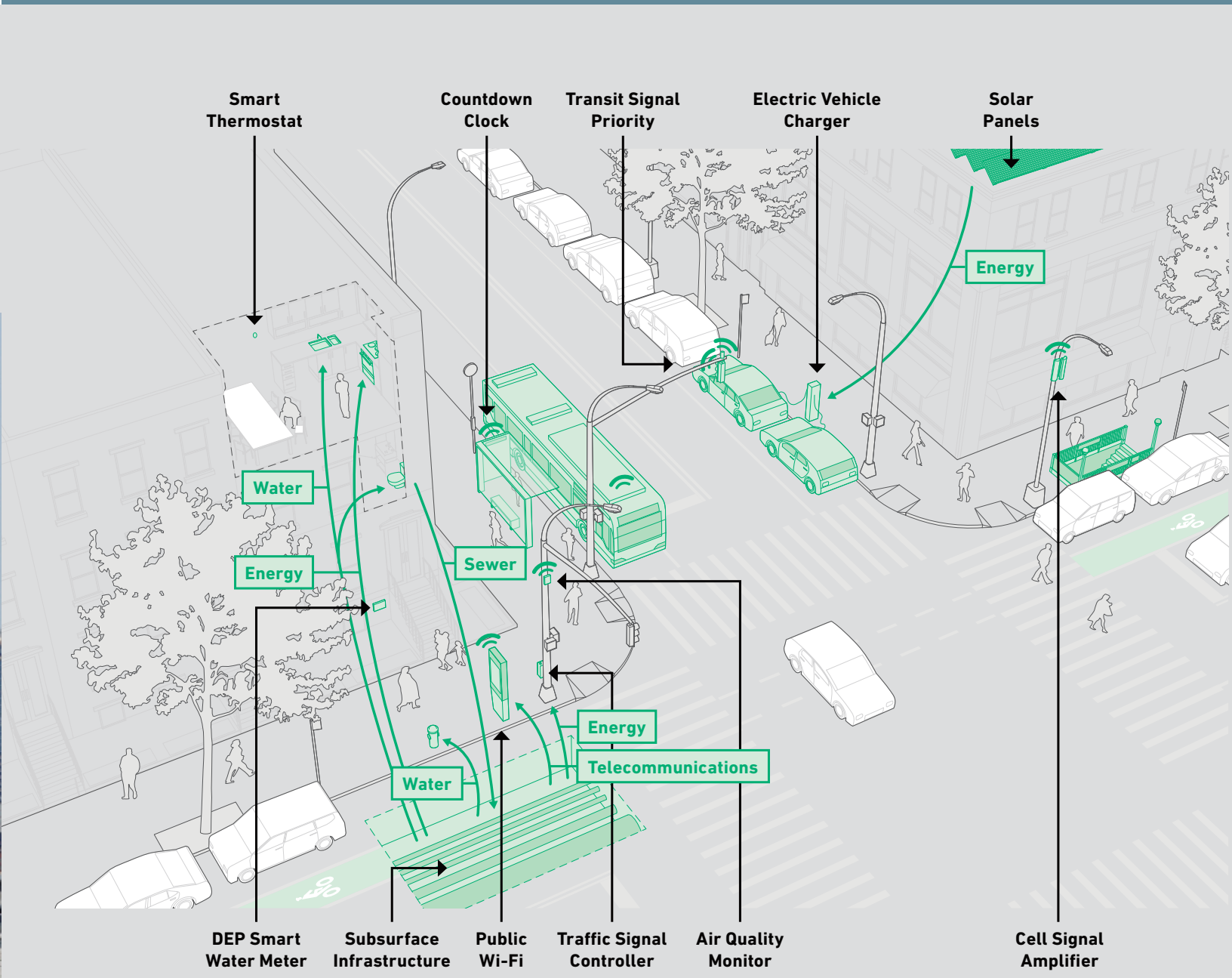
NEWTOWN CREEK WASTEWATER TREATMENT PLANT IS THE LARGEST OF NEW YORK CITY'S 14 WASTEWATER TREATMENT FACILITIES, SERVING MORE THAN 1 MILLION PEOPLE IN PARTS OF BROOKLYN, QUEENS, AND MANHATTAN, AND TREATING APPROXIMATELY 18 PERCENT OF NEW YORK CITY'S WASTEWATER.

Source: Carl Ambrose DEP



# A CONNECTED CITY

Today's digital and physical infrastructure is more intertwined than ever before, helping New Yorkers stay healthy, safe, and connected, 24/7.



# INITIATIVE 28 OF 30

## MAKE FORWARD-THINKING INVESTMENTS IN CORE PHYSICAL INFRASTRUCTURE AND HAZARD MITIGATION

### **NEW YORK CITY'S CAPITAL PROGRAM MUST BALANCE FINANCIAL RESPONSIBILITY, HOLISTIC PLANNING, EQUITY, AND COMMUNITY PERSPECTIVES TO GUIDE INVESTMENTS.**

Our growing economy and population require forward-thinking planning that anticipates the needs of each neighborhood. Although the City plans for what it believes each neighborhood might need, residents are often best positioned to inform that determination. These community perspectives are therefore considered in the planning process. As New York City strives to become the fairest big city in the nation, we are committed to evaluating and addressing historical inequities in investment across neighborhoods.

### **PLAN FOR CAPITAL INVESTMENTS HOLISTICALLY AND COLLABORATIVELY**

Capital planning is an integral part of the City's delivery of services to residents, ensuring infrastructure meets the needs of both today and the future. With the population increasing across the five boroughs, City agencies must use up-to-date, localized population projections to better understand where development will occur in order to better plan for infrastructure needs. For example, new housing development will lead to future school-seat demand, which the School Construction Authority (SCA) must take into account in order to build out necessary capacity. This insight informed new funding needs that were included in the Preliminary Ten Year Capital Strategy and SCA's FY20-24 Capital Plan, which will deliver 57,000 new school seats. City agencies must continue to work collaboratively, using triple-bottom-line criteria to maximize economic, environmental, and social benefits of capital investments, facilitate holistic planning, and work together with utilities to plan and deliver modern infrastructure projects that meet the needs of all New Yorkers.

### **• EXPAND USE OF TRIPLE-BOTTOM-LINE PLANNING WITH A FOCUS ON INTERAGENCY COLLABORATION**

Since 2015, City agencies have continued to adopt triple-bottom-line principles that aim to maximize the economic, environmental, and social benefits of capital investments. The Department of Transportation (DOT) uses these criteria in a way that provides a model for all City agencies. DOT prioritizes its street reconstruction projects by assessing their anticipated contribution to each of the agency's strategic goals. Projects that improve safety and advance Vision Zero receive greater emphasis, although mobility, livability, environmental sustainability, state of good repair, resiliency, equity, and growth are also considered. DOT applies this standard assessment to hundreds of proposed projects each year, and prioritizes those that score highest.

Recently, DOT and the Department of Environmental Protection (DEP) collaborated to prioritize projects that fulfill the strategic plans of both agencies. With facilitation from DDC's Infrastructure Front End Planning Unit, DOT's prioritization schema considered input from DEP, which was able to indicate which proposed DOT projects overlapped with water and sewer assets that should be replaced. By adding scope to DOT projects before they are funded, the City can advance its comprehensive, strategic goals and improve capital project delivery through more accurate project scoping.

The City, through DOT is also developing a standardized triple-bottom-line or benefit-cost framework to help prioritize the most cost-effective projects. This framework will weigh each project's costs against estimates of the social, environmental, and economic benefits it would provide. DOT's routine use of benefit-cost analysis is already driving a more rigorous evaluation of projects against City and agency goals.





THE PEPACTON RESERVOIR SUPPLIES 25 PERCENT OF NEW YORK CITY'S UNFILTERED DRINKING WATER, AND ALSO OFFERS WORLD-CLASS FISHING AND RECREATIONAL BOATING FOR NEIGHBORS AND VISITORS TO THE WATERSHED.

Source: DEP

- **IMPROVE COOPERATION WITH UTILITIES FOR LONG-TERM PLANNING**

New York City's infrastructure depends on the multiple public and private utilities that provide essential services to the city. As the City maintains, replaces, and upgrades its water, sewer, and roadway networks, it must coordinate with the nearby electric, steam, gas, and telecommunications networks. In recent years, there has been a concerted effort — through monthly scheduling and planning meetings, as well as project-based meetings — to improve coordination between the public

and private utilities, including the sharing of digital maps of current and planned facilities and capital projects to help align design and construction timelines and reduce disruptions to communities. Joint construction of capital projects, known as “joint bidding,” is being used by City agencies and private utilities in order to streamline cooperation. This is mutually beneficial and should be deepened to help the City and utilities conduct long-term planning, reduce multiple street cuts, and streamline capital project delivery by coordinating underground work where appropriate.

# MAJOR PLANNED CITY CAPITAL INVESTMENTS

The Fiscal Year 2020 Ten-Year Capital Strategy dedicates \$104 billion to the City's infrastructure across the five boroughs.

Source: DCP

## PROJECT TYPE

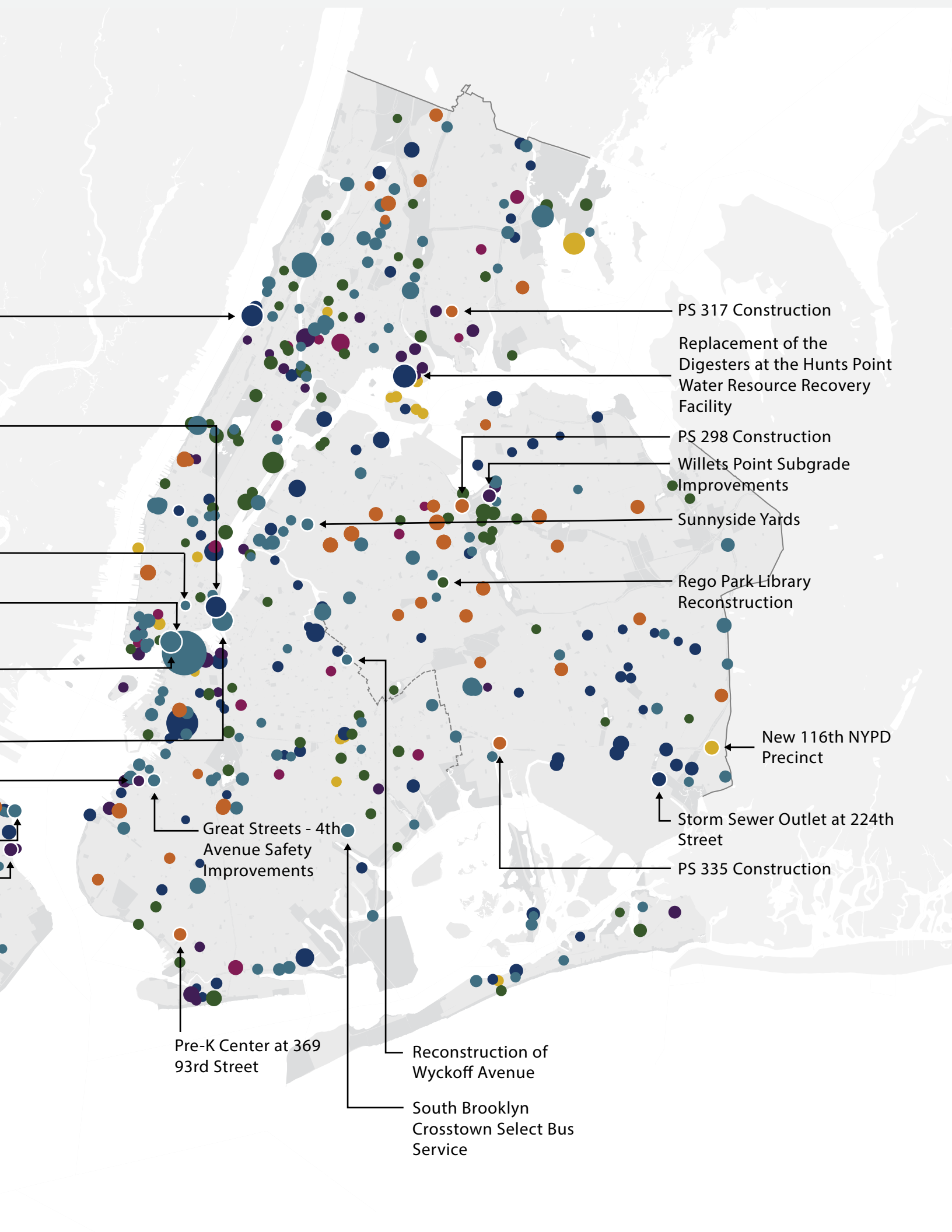
- STREETS, BRIDGES, AND HIGHWAYS
- WATER, SEWER, AND SANITATION
- SCHOOLS
- PARKS, LIBRARIES, AND CULTURAL FACILITIES
- HOUSING AND ECONOMIC DEVELOPMENT
- POLICE, FIRE, AND CORRECTIONS
- SOCIAL SERVICES

## PROJECT SIZE:

- \$10 – 25M
- \$25 – 50M
- \$50 – 100M
- \$100 – 500M
- MORE THAN \$500M

Select projects are labeled on map.





PS 317 Construction

Replacement of the  
Digesters at the Hunts Point  
Water Resource Recovery  
Facility

PS 298 Construction

Willeys Point Subgrade  
Improvements

Sunnyside Yards

Rego Park Library  
Reconstruction

New 116th NYPD  
Precinct

Storm Sewer Outlet at 224th  
Street

PS 335 Construction

Great Streets - 4th  
Avenue Safety  
Improvements

Pre-K Center at 369  
93rd Street

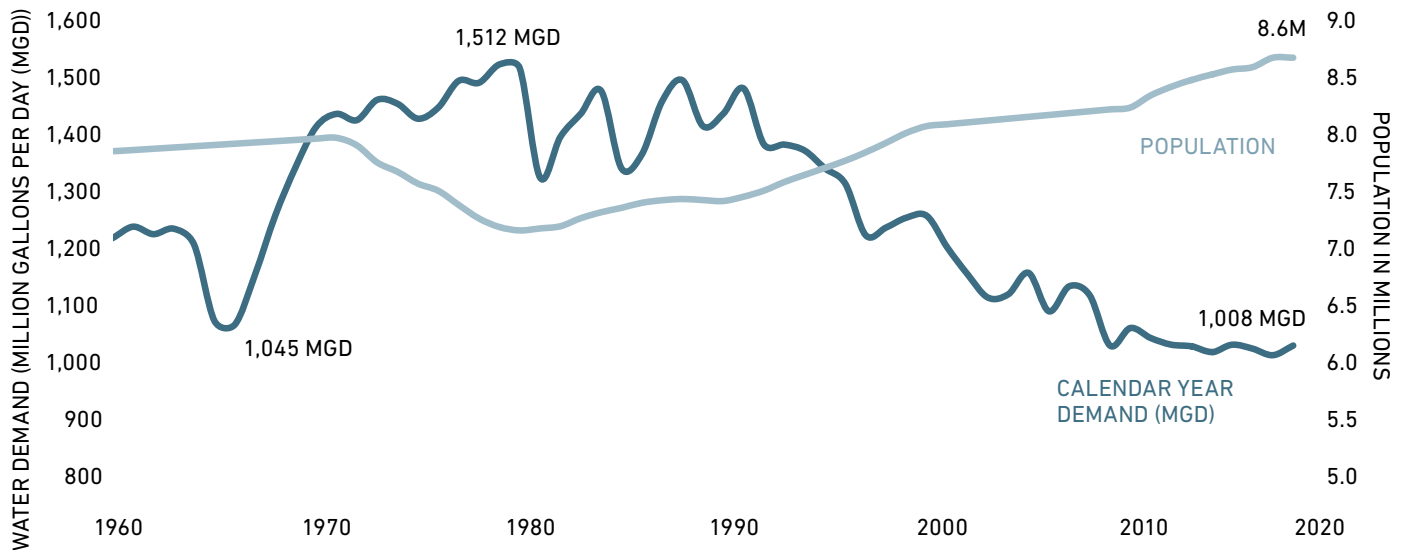
Reconstruction of  
Wyckoff Avenue

South Brooklyn  
Crosstown Select Bus  
Service



Despite a growing population, New Yorkers have reduced daily water consumption by roughly 500 million gallons, or one third, since 1979.

Source: Mayor's Office of Sustainability



## UPGRADE CITY INFRASTRUCTURE TO DELIVER HIGH-QUALITY SERVICES TO NEW YORKERS

The City will continue to invest in the core infrastructure necessary for delivering essential urban services, such as collecting refuse, providing clean water, treating wastewater, and maintaining the streets.

New York City's water supply provides approximately one billion gallons of high-quality drinking water each day from a system of 19 reservoirs and three controlled lakes that stretches more than 125 miles from the city. The City plans to upgrade the Ashokan and Hillview reservoirs, both of which have been in continuous service since 1915. The City will comprehensively upgrade the dam, dikes, chambers, and other facilities at Ashokan, where rainwater and melting snow are collected from a 255-square mile watershed, and then brought to New York City via the 92-mile Catskill Aqueduct. The Hillview Reservoir provides balancing, storage, and chemical treatment for most of New York City's water supply; and improvements will be made to upgrade aging infrastructure and equipment.

Today, organic waste is responsible for about one-third of the refuse handled by the City. As the population continues to grow and our understanding of the climate risks of landfill methane grow, it is more important than ever to divert this material from landfills and instead utilize it as a valuable energy source or for nutrient-rich soil enhancement. To help achieve the City's Zero Waste goals, we will expand our ability to process organics both inside and outside the city, while pursuing expansion of the country's largest organics management program by working

with the City Council to establish mandatory organics recycling citywide. This will be phased in starting with low- and medium-density areas that already have access to organics collection and expand over time to include the whole city – so that all New Yorkers can participate. In addition, we will increase the diversion of organics from commercial establishments. For more, see *A Livable Climate*.

At Hunts Point Wastewater Resource Recovery Facility, four new digesters are being constructed to replace the existing ones. The new facilities will be able to handle future flow rates, provide adequate redundancy to allow for preventative maintenance, and be sized to accommodate organic food waste from the nearby produce and fish markets. The City is also piloting biogas extraction from the wastewater treatment process at the Newtown Creek facility, and is making structural repairs to the North River facility, including rehabilitating or replacing assets that have served well beyond their useful life.

Since 2014, DOT has repaved over 25 percent of the 19,000 lane miles citywide— an unprecedented pace. To continue to effectively manage and prioritize repaving work, DOT is developing a predictive model of pavement conditions. By predicting the rate at which pavement will deteriorate, the City will be able to more effectively allocate resources to preventative maintenance, thereby saving money and ensuring higher quality roads. In the coming years, the City will undertake dozens of major capital projects to upgrade and improve busy thoroughfares and bridges to a state of good repair. These include the Brooklyn-Queens Expressway, the East River bridges, Grand Street Bridge, as well as other bridges.

## SPUR IMPROVEMENTS TO UTILITY DISTRIBUTION AND TRANSMISSION NETWORKS

The City has worked closely with key energy utility and regional stakeholders to invest in the resiliency of the city's energy infrastructure. Con Edison has completed a \$1 billion storm hardening program and is conducting a climate change vulnerability study that will be completed in 2019. This study will evaluate all of the key weather and climate inputs Con Edison uses to review its design standards, including daily and hourly temperatures, wind, precipitation, and other variables.

The City is an active participant in New York State's Reforming the Energy Vision proceedings, which aim to ensure the energy system becomes more efficient through, for example,

deeper penetration of renewable energy resources (e.g., wind, hydro, and solar) and wider deployment of distributed energy resources, including roof-top solar, batteries, and other on-site power supplies — while at the same time improving reliability and resiliency. In 2019, local utilities will advocate for rate increases across their gas and electric businesses. Through active participation, the City will ensure energy remains affordable as we continue meeting our carbon reduction and resiliency goals.

We must also increase the capacity of the currently maxed-out transmission lines that deliver power to New York City to access renewable power resources in New York State—including solar, hydropower, and on- and offshore wind —nearly all of which are located in other parts of the state or beyond. We will work with New York State, the New York Power Authority, and the New York Independent System Operator to build more transmission capacity into the city to accommodate renewable electricity sources.

To transition to a clean energy future, the city must be able to access electricity generated from carbon free sources upstate and offshore. To do so, investments in transmission are necessary to connect the city to these clean electricity resources.

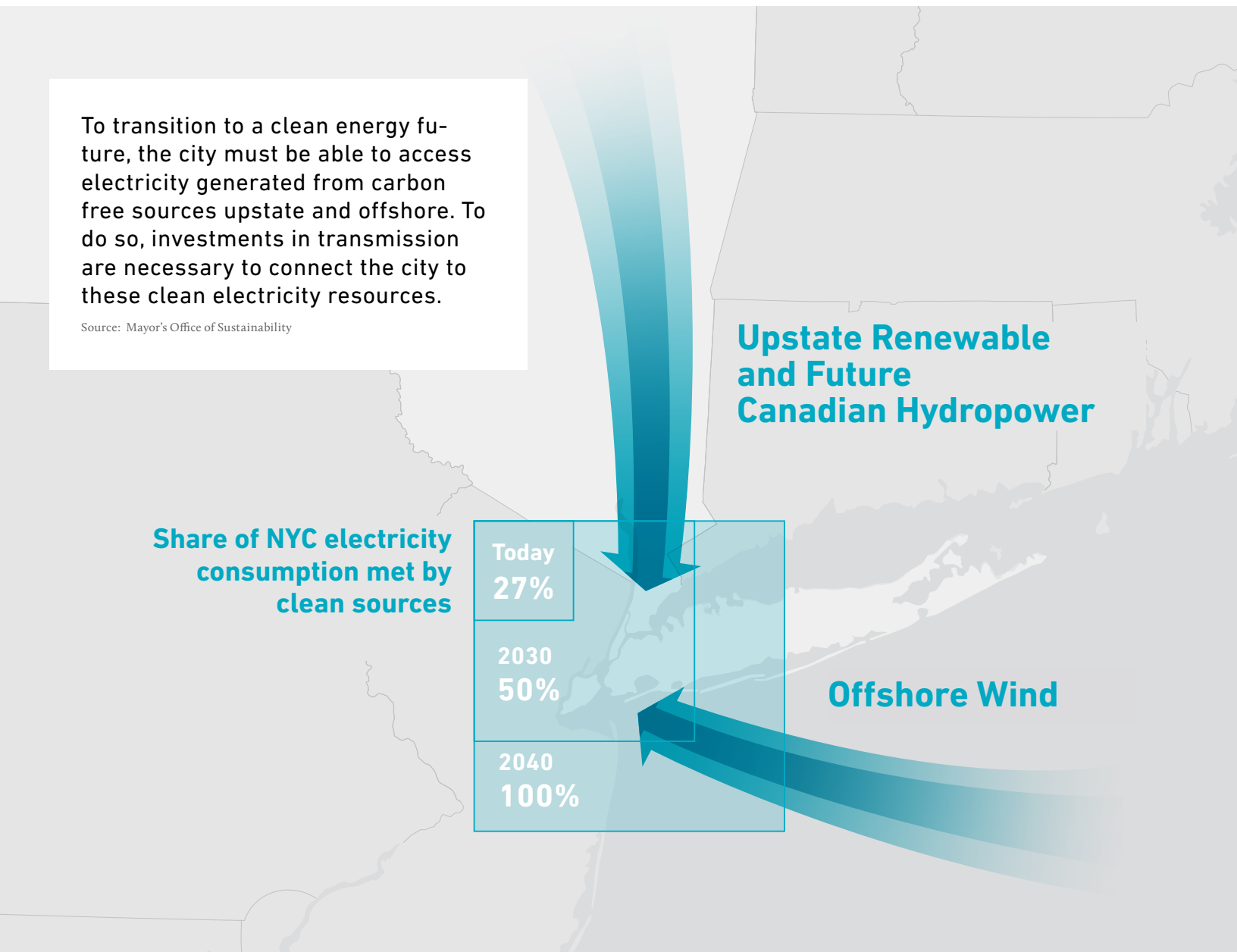
Source: Mayor's Office of Sustainability

### Share of NYC electricity consumption met by clean sources

Today	27%
2030	50%
2040	100%

**Upstate Renewable and Future Canadian Hydropower**

**Offshore Wind**



## INVEST IN INNOVATIVE AND RESILIENT TRANSPORTATION NETWORKS

Emerging technologies are providing opportunities to invest in infrastructure and incentivize cleaner transportation options such as electric vehicles (EVs). At the same time, several transportation projects are underway or being planned to modernize core infrastructure that is essential to the smooth functioning of the transportation network — and thereby the economy.

A key barrier to the adoption of EVs in New York City is the lack of charging infrastructure, particularly for those who cannot readily install an electric vehicle charger at home. To reach the City's goal of having 20 percent of all light duty vehicle sales in New York City be EVs by 2025, the public and private sector will need to collaborate and develop new business models, incentives, and requirements to spur the creation of as many as 5,000 charging outlets across the five boroughs. To expand the availability of chargers citywide, DOT and the Mayor's Office of Sustainability (MOS), working with Con Edison and other private partners, will create 50 fast-charging stations across the city and pilot-test 120 Level 2 chargers, adding to the existing 921 publicly accessible EV chargers. The City will also collaborate with the City Council to pass legislation to strengthen EV charging requirements for new parking spots in new and substantially renovated residential buildings.

The 1.5 mile section of the Brooklyn Queens Expressway in Downtown Brooklyn is a part of a key interstate highway that underpins the regional economy. If significant repairs are not made by 2026, vehicle weight limits and truck diversions may be

necessary, and likely lead to a spillover of cars and trucks onto the surrounding streets and neighborhoods. The City is convening an expert panel to evaluate strategies for dealing with the roadway. The panel will work with the local community and elected officials to evaluate concepts for the reconstruction project.

In 1950, the Port Authority first opened a bus terminal near the mouth of the Lincoln Tunnel in order to consolidate and manage the proliferation of commuter and intercity buses entering Midtown. Seventy years and two major renovations later, the terminal is overcapacity, physically degraded, and functionally obsolete. A rebuilt terminal is necessary to accommodate the growing number of bus passengers, with lack of available space inside the current facility forcing many buses to resort to street loading. The new facility should be planned to manage air quality and facilitate seamless connections to local bus, subway, and bike options, as well as provide an attractive gateway to the city.

The Gateway Program is rightly considered the highest-priority transit project in the nation, and its full funding and implementation are critical to the future of New York City and the region. The Gateway Program's first phase would begin with the Portal Bridge replacement, the construction of a new Hudson River tunnel, and the rehabilitation of the existing 110 year-old North River tunnels, which incurred serious damage from Hurricane Sandy. The North River tunnels are the lynchpin of the entire Northeast transit system, a shutdown of which would affect the commutes of nearly half a million people and cost the region billions of dollars. Additional investments will be needed at Penn Station to allow more trains to service the station through the completed tunnels, to continue the work of bringing the station up to contemporary standards by making it easier to navigate, improving safety, and making it more appealing for passengers.

NEW YORK CITY'S MUNICIPAL VEHICLE FLEET IS AHEAD OF SCHEDULE TO MEET ITS ELECTRIC VEHICLE TARGET BY 2025. HERE, A CHARGING STATION SITS IN FRONT OF CITY HALL.





## STRENGTHEN THE CITY'S ENTERPRISE RISK MANAGEMENT, CRISIS MANAGEMENT, AND RECOVERY CAPABILITIES

Over its long history, New York City has faced numerous crises that have had significant impact on residents and infrastructure, including the 9/11 terrorist attacks, the 2003 Northeast blackout, Hurricane Sandy in 2012, and the Great Recession. Today, we face new and imminent threats, including infectious diseases, cyberattacks, and other catastrophic events that risk the safety, security, and health of New Yorkers. We don't have the option of waiting.

To better prepare the City for these and other threats, the City will launch a task force focused on enterprise risk management, crisis preparedness, and recovery preparedness. The Enterprise Risk Management Task Force will examine the City's own capabilities and practices along these three dimensions- both centrally, as well as across, City agencies.

The City will build and help to enforce robust, systematic risk and crisis management practices across the City, including risk identification and risk mitigation. The City has and will continue to engage City agencies and outside partners to plan for recovery preparedness. We will enhance our recovery planning and practices, driving the development and maintenance of tools and data, such as long-term case management for those impacted by disasters. Such tools will be used post-emergency to deliver help to residents and ensure continuity of operations.

## INVEST IN PUBLIC HEALTH INFRASTRUCTURE TO BE ABLE TO RESPOND TO INFECTIOUS DISEASES

Rapidly detecting and responding to a new or reemerging infectious disease, or the intentional release of an unknown biological agent, requires a strong public health infrastructure and collective action across government, health care, and community stakeholders. New York City has one of the strongest public health departments with experienced epidemiologists, laboratory scientists, and emergency managers working in one of the most robust health care systems in the country. Nevertheless, residents are still susceptible to suffering from a pandemic caused by an as-yet unknown pathogen, which could emerge from anywhere in the world and be just one flight away from our own city streets.

In a public health emergency, the City will partner with various city, state, and federal agencies, health care facilities, and community leaders and organizations to protect and meet the needs of all New Yorkers. The New York City Department of Health and Mental Hygiene (DOHMH) will conduct robust surveillance and epidemiological investigations, along with laboratory testing to rapidly and effectively detect, characterize, and monitor the impacts of emerging diseases, and provide up-to-date public health messages to residents. In addition, DOHMH will support the health care system to meet all physical and mental health needs during an emergency, and provide widespread access to countermeasures, should they exist, such as antivirals, vaccines, and other supportive treatments.



WORKERS IN THE DELAWARE AQUEDUCT BYPASS TUNNEL, WHICH WILL HELP ENSURE THE SAFETY, RELIABILITY, AND RESILIENCY OF THE CITY'S WATER SUPPLY.

Source: DEP

# INITIATIVE 29 OF 30

## IMPROVE DIGITAL INFRASTRUCTURE TO MEET THE NEEDS OF THE 21ST CENTURY

### **BROADBAND INTERNET ACCESS IS FOUNDATIONAL TO ECONOMIC INCLUSION AND MOBILITY, YET THE UNREASONABLY HIGH COST OF SERVICE AND UNEVEN ACCESS TO CONNECTIVITY EXCLUDE MILLIONS OF NEW YORKERS.**

Disparities in digital literacy prevent many from fully benefiting from connectivity, while malicious behavior and disinformation campaigns online have continued to rise. Meanwhile, a surge in cyberattacks has demonstrated the need for government investment to shore up public systems, safeguard critical institutions, and protect residents. To that end, the City is continuing to pursue its commitment to making universal broadband across the five boroughs, promoting digital literacy programs, and fostering the most robust cyber ecosystem in the world. The City will also invest in its own data infrastructure, and promote data integration and agency collaboration to deliver city services more efficiently.

### **ACHIEVE UNIVERSAL BROADBAND ACROSS THE FIVE BOROUGHES**

Universal broadband access is critical to all aspects of our lives. Yet, since the 2016 presidential election, the federal government has enacted regressive policies that eliminated incentives for universal service, defunded subsidies for greater affordability, and removed protections for privacy and nondiscrimination. Faced with these challenges, the City will put in place the most ambitious program of its kind in the country to accelerate broadband access and build on the progress we have made since 2015. We will incentivize new providers to bring broadband to more parts of the city that are currently underserved, with options for faster service, and respect for personal privacy. We will enable greater transparency of broadband conditions, including the availability of free services. The City will continue to use all available authority to ensure companies meet their obligations to provide high-quality, affordable service, and will press for greater authority and better policies at the local, state, and federal levels, thereby increasing industry competition, improving service at more affordable rates, and protecting user privacy.

- **ISSUE THE NYC CONNECTED INTERNET MASTER PLAN THAT DETAILS THE PATH TO EQUITABLE BROADBAND INFRASTRUCTURE**

Achieving universal broadband requires detailed knowledge and data about current conditions and needs, as well as a roadmap for addressing disparities in this essential infrastructure. To get to this point, the City published Truth in Broadband: Access and Connectivity in New York City in April 2018, a seminal report offering the clearest picture of the digital divide for any city in the country, through an extensive analysis of publicly available data. The Mayor's Office of the Chief Technology Officer (MOCTO) gathered input from more than 50 internet service providers, industry experts, digital literacy organizations, privacy advocates, and workers' rights representatives to develop its standards, and systematically surveyed the physical conditions of infrastructure across the city. In 2019, the City will issue the first Internet Master Plan in the nation, detailing the current state of New York City's broadband infrastructure and establishing clear metrics for what it will need to achieve universal, equitable service. The plan will address fixed connections, mobile service, free public Wi-Fi, and public computer centers. It will establish measurable benchmarks for improving broadband infrastructure for fixed and mobile connections, assess strategies specific to the conditions of every neighborhood in the city, and provide the tools needed to prioritize and measure the impact of new public and private investment and other actions. Finally, the plan will describe how the City and its partners can engage communities in shaping their own paths to universal connectivity.

- **MOBILIZE PUBLIC AND PRIVATE INVESTMENT AND ADVANCE POLICIES FOR A BETTER INTERNET**

To accelerate broadband access, the City will transform its approach to deploying broadband infrastructure by becoming a more active partner with the private sector. In 2019, we will release a new type of request for proposals (RFP) to partner with infrastructure and service providers to meet neighborhood connectivity needs. The RFP will leverage a new, centralized approach to making City rooftops and other facilities available for broadband deployment. The City will add value to its assets through targeted investment, consistent with the Internet Master Plan, as public or other innovative financing becomes available, and will use its authority to expand underground conduit and fiber optic infrastructure.

The City will seek to have all broadband providers meet or exceed the standards established in the master plan so all private investment contributes to the City's goals. This includes legislation already introduced in the City Council (on behalf of the Mayor) to strengthen consumer protections and establish strong privacy requirements for cable broadband service. Wherever possible, we will incorporate provisions mandating net neutrality, privacy, and resiliency into contracts and agreements. We will also advocate strengthening local authority by opposing the Federal Communications Commission's attempts to direct public property for commercial gain, and by pushing for new state legislation that would make the franchise framework fairer for all companies in New York City. Finally, we will continue to lead a global effort through the Cities Coalition for Digital Rights, which New York City founded in 2018 with Barcelona and Amsterdam, with the goal of growing the coalition to more than 100 cities around the world.

- **ENSURE NEW YORKERS ARE BETTER INFORMED ABOUT BROADBAND SERVICES**

The City will update and expand its groundbreaking *Truth in Broadband: Access and Connectivity in New York City* report, adding comprehensive assessments of current broadband conditions, digital inclusion efforts through public computer centers, and the quality, security, and coverage of free public Wi-Fi. The goal is for New Yorkers to be able to generate reports based on their location, compare service across neighborhoods, find broadband providers in a given area, and locate free Wi-Fi and other resources. New Yorkers will be able to use this as a platform to connect and roam across Wi-Fi services, order broadband service for their home, and run a connection speed test

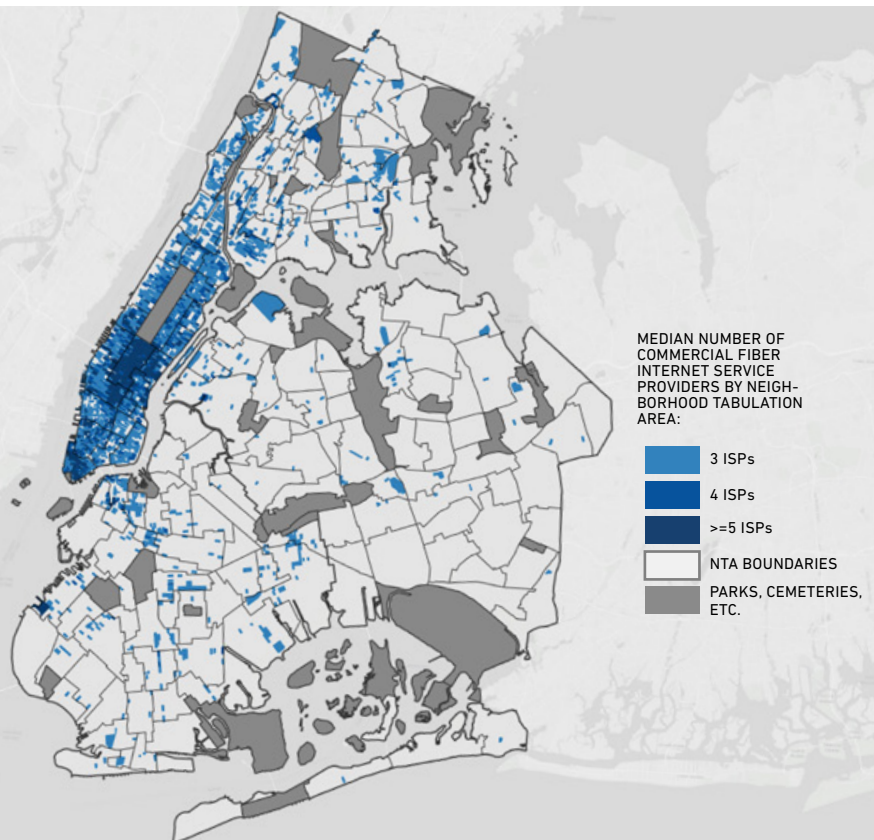
- **RESEARCH AND DEVELOP NEW BROADBAND TECHNIQUES THAT SPREAD TECHNOLOGICAL ADVANCEMENTS EQUITABLY**

New York City will shape the internet of the future to meet the needs of New Yorkers, while continuing to engage the private sector and other experts to better understand and design the right approach to universal connectivity under different conditions. The City's Queensbridge Connected demonstration project, for example, was recognized as a national model for digital inclusion, yielding valuable lessons on the coordinated delivery of internet service and education programs to achieve universal adoption of 90 percent. The NYCx Governors Island Connectivity Challenge leveraged in-field testing of emerging technologies, that resulted in new wireless service for island visitors and tenants in what was one of the least connected parts of the city.

We will continue to engage the private sector and other experts to better understand and design the right approach to universal connectivity. In 2018, a group of local universities supported by the City, and with the backing of community and industry partners, secured a \$22.5 million grant from the National Science Foundation and the Platforms for Advanced Wireless Research industry consortium to fund the launch of the first urban-scale wireless testbed by the end of 2020. Located in West Harlem, the partners have secured additional grants to work with public school teachers and community residents in order to add educational value to the long-term benefits of the research. This zone will attract established companies and start-ups looking to design applications for next-generation networks — and will allow the City to shape the direction of those efforts.

Lower Manhattan has robust fiber optic infrastructure—the basic building block of internet connectivity—but options are limited in much of the rest of the city. This makes it harder for new internet service providers or other businesses to expand in those areas.

Source: Communications Commission, MOCTO







DIGITAL SKILLS TRAINING IS CRUCIAL TO FULL PARTICIPATION IN MODERN SOCIETY. THE CITY FEATURES MORE THAN 500 FREE PUBLIC COMPUTER CENTERS WHERE VISITORS CAN ACCESS THE INTERNET, USE NEW DEVICES AND TOOLS, AND RECEIVE DIGITAL SKILLS TRAINING. PICTURED ABOVE IS THE SHELBY WHITE AND LEON LEVY INFORMATION COMMONS AT THE CENTRAL BRANCH OF THE BROOKLYN PUBLIC LIBRARY.

Source: Gregg Richards.

## ENSURE ALL NEW YORKERS BENEFIT FROM CONNECTIVITY BY EXPANDING DIGITAL EDUCATION PROGRAMS

Because an inclusive digital world can help combat the inequities of the physical world, the City provides more free internet service, device access, and broadband education programs than any other city in the country. For example, the City's public computer centers currently include more than 11,000 free computer workstations at more than 500 locations across the city. These centers collectively provide more than 21,000 hours of open lab time and more than 2,500 hours of digital literacy training per week on a wide range of subjects, in addition to a diverse array of digital tools

and resources. Over the past four years, LinkNYC has deployed nearly 1,800 new high-speed public Wi-Fi access points, featuring connected and secure tablets, free nationwide calling, and free device charging with over 6 million LinkNYC WiFi subscribers. During that same period, the City has loaned or given away more than 15,000 free connected devices through partnerships with Brooklyn, New York, and Queens Public Libraries; the New York City Housing Authority; and others. The City provided free home internet service to the more than 6,000 residents of the Queensbridge Houses, with opportunities to take classes and borrow devices on-site. We will expand and build on these partnerships to ensure all New Yorkers benefit from connectivity.

- **EXPAND FREE AND SECURE INTERNET SERVICES, TRAINING PROGRAMS, AND ACCESS TO CONNECTED DEVICES**

The City will continue to pursue partnerships with internet providers, sponsors, and other stakeholders to bring free or low-cost service options to more New Yorkers. We will build on the progress we've made providing professional development for 1,000 frontline staff at 216 public computer centers across the city. In 2019, we will publish the City's first comprehensive inventory of its public computer center resources. We will promote efforts to support seniors' equitable adoption of broadband service and ensure they have access to supportive community spaces to explore technology and learn digital skills. The City will further develop strategies for connecting residents with mobility disabilities, people who are homeless or in transitional housing, and other groups that require highly personalized solutions, with the goal of completely eliminating digital disparities.

- **EXPAND DIGITAL TRAINING PROGRAMS AND RESOURCES FOCUSING ON PRIVACY AND ONLINE SAFETY**

The City will build on the progress we have made in delivering online privacy and security training at public computer centers. We will also use this network of computer centers and trained frontline staff to deliver digital security tools and information to New Yorkers promote digital products that have strong privacy protections, and increase civic engagement.

Additionally, New York City Cyber Command (NYC3), on behalf of the City, will spearhead a study that will focus on the most effective ways to educate consumers about the data that is collected from them, the value that data holds, and the policies and programs necessary to keep that data secure. This builds on the success of NYC3's free, groundbreaking NYC Secure App, which set the national standard for how cities can help residents protect their smartphones from nefarious Wi-Fi networks and applications. While productive, these consumer education efforts will only be fully realized when the digital economy moves away from excessive collection and monetization of personal information. The City created the Chief Privacy Officer position in 2018 and will continue to work with the City Council to strengthen consumer protections for cable broadband service.

## **BUILD THE MOST INNOVATIVE CYBERSECURITY ECOSYSTEM, ALONG WITH THE MOST CYBER-RESILIENT CITY, IN THE WORLD**

Every facet of life in the city — from the delivery of water and electricity to transportation, health care, and emergency response — has become deeply reliant on technology. Yet the proliferation of smartphones, sensors, and internet-connected devices within our homes, workplaces, and public spaces has also created more opportunities for cyberattackers to steal data or disrupt critical systems. The City's NYC3 will develop a centralized, holistic approach to mitigating cyber risk. Over the past two years, NYC3 has pioneered world-class approaches to preventing, detecting, responding to, and recovering from cyberthreats. To expand our capacity to respond to growing threats, we will build the most robust cybersecurity ecosystem in the world, cultivating a homegrown talent pipeline representative of local communities, fostering innovative cybersecurity companies, and safeguarding the City, its services, and local institutions from cyberattacks.

- **FORMALIZE THE LONG-TERM ROLE AND CAPACITY OF THE CITY'S CYBERSECURITY FUNCTION**

Working with the City Council, we will seek to formalize NYC3's long-term organizational structure. As the City's 2019 Hazard Mitigation Plan highlights, we must expand NYC3's existing functions to better respond to new threats, including fake audio and video generated by artificial intelligence (AI), data-center malware, and industrial attacks. The City will build, test, deploy, and maintain modern emergency management plans to enlist the aid of City employees and the private sector during city-scale cyberattacks.

- **HELP NEW YORKERS COMBAT INTERNET MISINFORMATION**

In a partnership between the City's Chief Democracy Officer and NYC3, and with support from local government, we will launch public awareness campaigns that empower New Yorkers to critically engage with digital content and develop protocols for how the City can respond to highly visible misinformation at critical moments (e.g., during rollouts of major programs, or right before election day). Additionally, we will leverage relationships with social media platforms to combat localized misinformation at key moments. For more, see *A Vibrant Democracy*.

- **MOBILIZE A "NATIONAL CYBER CONSORTIUM" TO CONFRONT KNOWN AND EMERGING CYBERTHREATS**

The City will create a national coalition of local governments, academic institutions, and other entities to confront

cyberthreats. The coalition will share relevant data and best practices, integrate crisis response plans, and conduct joint simulations of cyberattacks. The City will develop a rotational program for public cybersecurity employees to learn from cybersecurity professionals in other cities to spread best practices, drive professional development, and enhance cooperation. Finally, we will build on our 2019 announcement of the New York City Cyber Critical Services and Infrastructure group, a partnership between NYC3, NYPD, the Manhattan District Attorney's Office, and 17 critical industry sectors to coordinate on pressing cybersecurity challenges.

- **PROTECT THE CITY'S 240,000 SMALL BUSINESSES AND CONSUMERS FROM CYBERTHREATS**

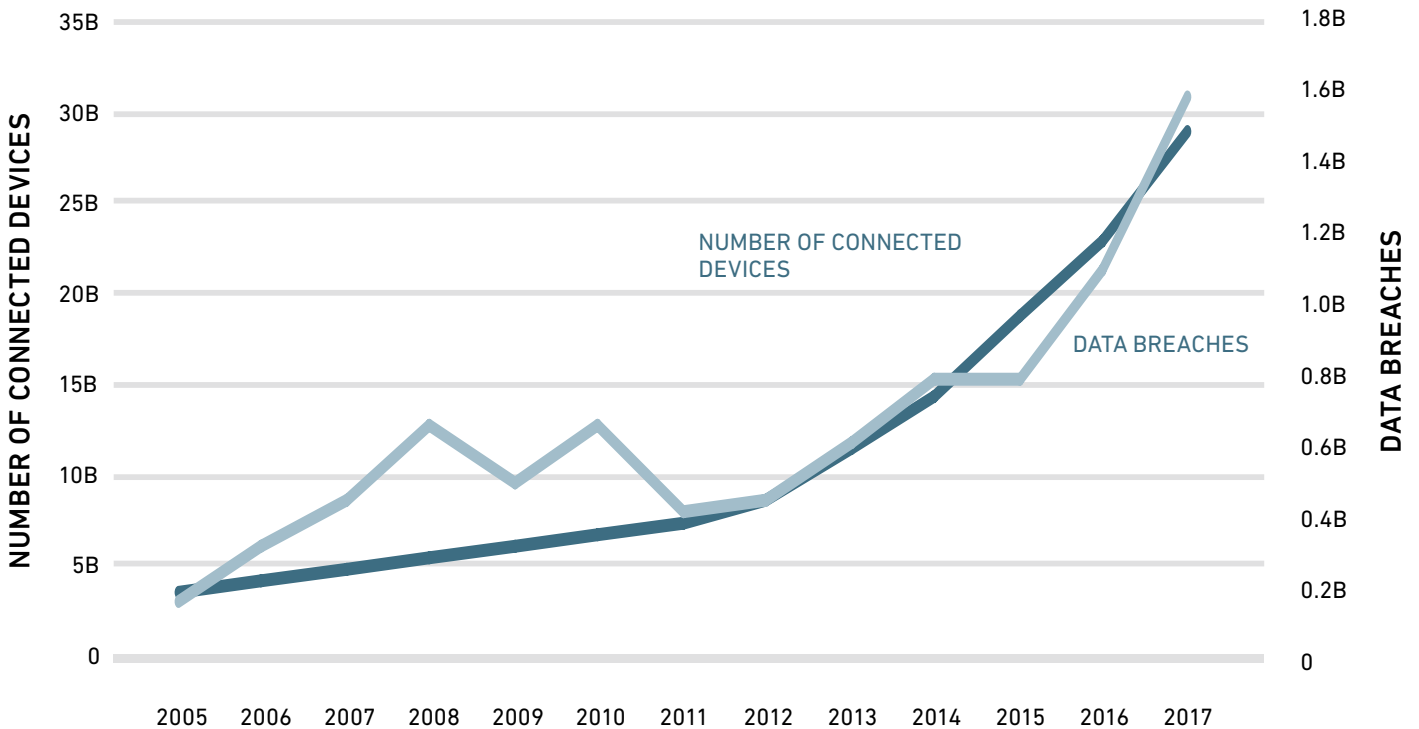
Launched in 2018, the NYCx Cybersecurity Moonshot Challenge explores innovative and affordable solutions to safeguard small businesses from cyberattacks. In 2019, City agencies will make small business owners aware of affordable and user-friendly cybersecurity software and services, and launch technical training programs to help them install and deploy the software. NYC3 will also leverage policies, standards, and legislative tools to enhance small business protection.

- **ESTABLISH NEW YORK CITY AS A GLOBAL CYBERSECURITY LEADER**

New York City has the talent and educational resources to become a global center for cybersecurity training, services, and job creation. As part of the City's Cyber NYC program, we will create 10,000 good-paying cybersecurity jobs by 2030, and cultivate a thriving and inclusive start-up ecosystem that attracts companies from around the world. To ensure cybersecurity careers are accessible to all New Yorkers, we will launch a "cyber boot camp" to train more than 1,000 residents from underserved communities with the necessary skills to excel in cybersecurity jobs. In collaboration with City University of New York, Columbia University, New York University, Cornell Tech, and iQ4, we will launch an Applied Learning initiative to both make experiential learning available in the classroom and build more diverse talent pipelines between our major research universities and cybersecurity employers. The City will also open two world-class spaces — the Global Cyber Center by SOSA, and Hub.NYC by Jerusalem Venture Partners — for cybersecurity programming, ecosystem development, technical demonstrations, and start-up acceleration. Finally, we will develop and launch a collaboration between the Department of Education (DOE), the Economic Development Corporation, and NYC3 to offer and support cybersecurity education and career awareness across DOE schools.

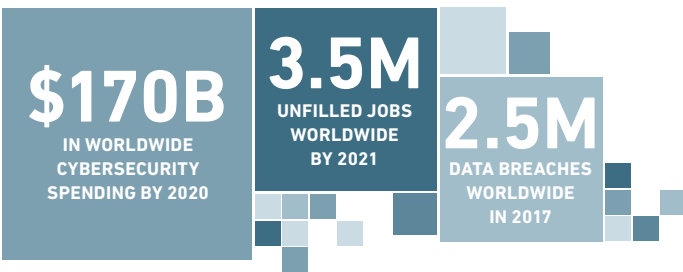
The frequency and severity of global cyberattacks against both public and private sector institutions has increased over time. This makes the City’s investments in its cyberinfrastructure and talent pipeline more important to our long-term prosperity and resiliency.

Source: Group SIR, Cisco, CompTIA, Statista



As cybersecurity breaches have increased, so has the demand for trained cybersecurity professionals.

Source: EDC



**INVEST IN DATA INFRASTRUCTURE TO IMPROVE DATA INTEGRATION AND INTERAGENCY COLLABORATION**

In order to deliver high-quality, integrated services to residents, businesses, and visitors, data must often be collected, shared, and integrated across multiple agencies for operational use, analysis, and evaluation. This is driven by the availability of smart, secure, reliable, up-to-date, and resilient technology. To improve our data sharing and integration capabilities, we will develop a broad spectrum of platforms, products, and services, supported by updated enterprise network architecture and infrastructure, with a particular focus on enhanced resiliency. We will continue to promote existing City governance frameworks that help agencies navigate the legal, privacy, and information security concerns inherent with data integration. This not only creates economies of scale for solving complex multi-agency data integration challenges, but also grows a body of business use cases that can serve as governance models for future integration projects.



# INITIATIVE 30 OF 30

## IMPLEMENT BEST PRACTICES FOR ASSET MAINTENANCE AND CAPITAL PROJECT DELIVERY

### **TO SUPPORT THE LONG-TERM SUSTAINABILITY OF THE CITY'S BUDGET, WE MUST CONTINUE TO REFINE ASSET MANAGEMENT PRACTICES AND STREAMLINE CAPITAL-PROJECT DELIVERY.**

Too often, capital projects suffer from schedule delays and cost overruns due to the complex regulations, process inefficiencies, and engineering challenges inherent to the process. DDC's *A Strategic Blueprint for Construction Excellence* provides a thoughtful framework for improving capital-project delivery at the agency — the successful implementation of which should be emulated across the City.

### **ANTICIPATE MAINTENANCE NEEDS AND MAKE SMART REPAIRS**

The fiscal crisis of the 1970s clearly demonstrated the risks associated with deferred maintenance. By neglecting asset management, the City would have to contend with crumbling infrastructure and higher costs in the long run. The modern approach New York City employs today reflects the need for constant assessment and maintenance. By anticipating infrastructure needs and making smart repairs, the City can preempt the need for the costlier capital projects that would otherwise be necessary to replace failing assets.

#### **• ACHIEVE A STATE OF GOOD REPAIR**

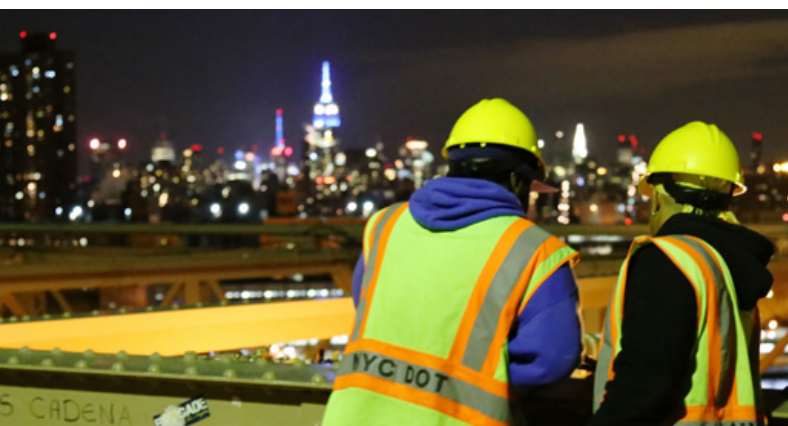
The most recent Preliminary Ten Year Capital Strategy dedicates 55 percent of planned spending to achieving a state of good repair. This money will go toward repairing and rehabilitating assets, allowing the City to lengthen their service life and reap the full benefits of investments made in new assets many years ago. Whenever possible these assets are repaired in ways that make them more resilient and reliable over time.

#### **• IMPROVE AND EXPAND ASSET CONDITION ASSESSMENTS**

Each year, DDC manages the inspection and assessment of nearly 250 City assets, including service-providing facilities, libraries, and waste management facilities, through the Charter-mandated Asset Information Management System (AIMS). However, these assessments must be made more robust in order to capture all the critical information required for project scoping — much like the assessments the School Construction Authority performs annually on its own assets. To this end, DDC will expand its asset surveys to 800 inspections per year. At the same time, it will make a subset of the assessments more actionable by enhancing building condition surveys to be used by sponsor agencies for capital project prioritization and initial scoping.

The City, through DOT, remains committed to vigilant, proactive asset management, best demonstrated through its stewardship of the bridges and routine in-depth condition assessments. Recent assessments have led to investments to rehabilitate the iconic East River bridges, DOT has also performed assessments on the Brooklyn, Manhattan, and Queensboro bridges, including analyzing the Brooklyn Bridge's capacity to carry an expanded bike and pedestrian pathway. DOT also plans to explore new technology for real-time monitoring of individual bridges and tunnel components. By combining component-level condition data with work histories, DOT will be better able to improve its understanding of deterioration rates and asset life cycles, allowing for timely and specific interventions to keep the City's bridges and tunnels in a state of good repair.

The Department of Parks and Recreation (Parks) has also expanded its asset condition assessments, first focusing on four pilot asset types: synthetic turf fields, retaining walls, recreation centers, and comfort stations. DPR established a small assessment team to focus on inventory, inspection, scope, and cost estimation in order to prioritize projects and funding requests needed to address asset conditions.



# A STRATEGIC BLUEPRINT FOR CONSTRUCTION EXCELLENCE

**IN THE SPRING OF JANUARY 2019, DDC RELEASED A STRATEGIC BLUEPRINT FOR CONSTRUCTION EXCELLENCE.** DDC is New York City's leading construction management agency, building infrastructure and public buildings for 29 sponsoring agencies, in addition to the numerous nonprofits that receive funding from the City. DDC's comprehensive plan to improve capital project delivery includes the following ten strategies:

- Modernize procurement
- Use innovative project delivery methods
- Empower DDC project managers
- Streamline change order approval and payment
- Get projects approved and started faster
- Plan projects better and minimize mid-stream scope changes
- Work with utilities companies more effectively
- Become more active community partners
- Transform information technology
- Promote continuous professional development



**THE RECONSTRUCTION OF TILLARY STREET WILL CREATE A SAFER AND MORE WELCOMING GATEWAY TO BROOKLYN. THE PROJECT INCLUDES TRAFFIC SAFETY, LANDSCAPING, AND DESIGN IMPROVEMENTS AND WILL REPLACE MUCH OF THE UNDERGROUND INFRASTRUCTURE.**

Source: DOT, DDC



**THE GANSEVOORT STREET AREA RECONSTRUCTION IN THE MEATPACKING DISTRICT OF MANHATTAN INCLUDES THE REPLACEMENT OF WATER MAINS AND CONSTRUCTION OF CATCH BASINS—IN ADDITION TO TREE PLANTING, PLAZA RECONSTRUCTION, AND DECORATIVE PAVING.**

Source: DDC



**RESTORATION OF THE HIGH BRIDGE CONNECTING THE BRONX TO MANHATTAN HAS BEEN RECOGNIZED INTERNATIONALLY FOR ITS ARTISTIC MERIT AND INNOVATION REHABILITATING INFRASTRUCTURE OF HISTORIC SIGNIFICANCE.**

Source: DDC



**THE PUBLIC SAFETY ANSWERING CENTER II (PSAC2) WAS BUILT WITH STREAMLINED COORDINATION ACROSS SEVERAL CITY AGENCIES TO FORM A SECONDARY BACKBONE OF 911 CALL INTAKE AND DISPATCH FOR THE CITY, PROVIDING REDUNDANCY TO CURRENT EMERGENCY 911 SERVICE.**

Source: DDC

- **USE SENSOR TECHNOLOGY TO IMPROVE ASSET MANAGEMENT AND QUALITY OF LIFE**

New York City agencies are using sensors, data analytics, and internet-connected smart infrastructure to monitor the water supply, improve the flow of buses, and track air pollution. The increased precision and frequency of available data regarding these assets has made it possible for agencies to plan maintenance more effectively, track local variations in environmental conditions, and even save New Yorkers money (e.g., predicting leaks using water-meter readings). Over time, the use of sensors can also improve the City's geospatial data and understanding of its subterranean assets.

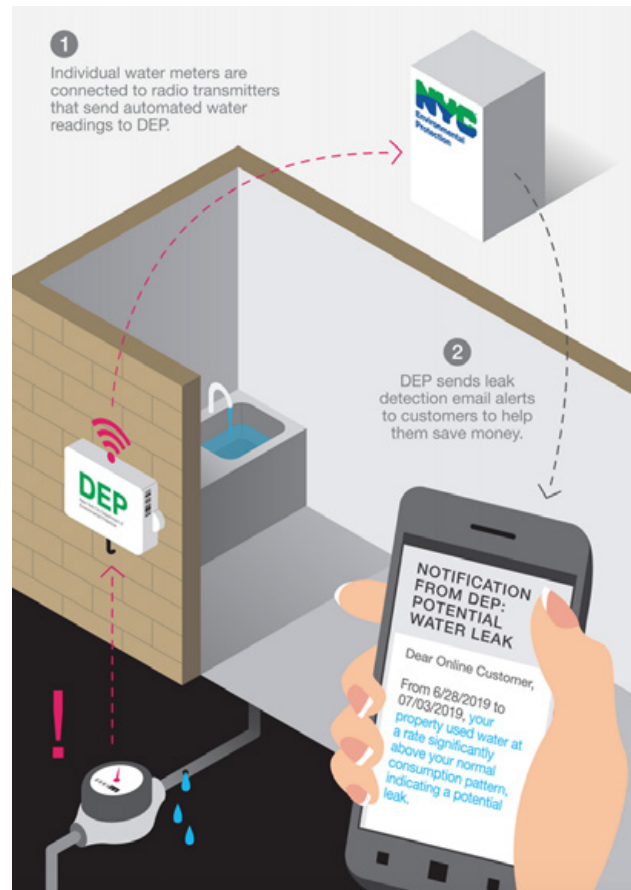
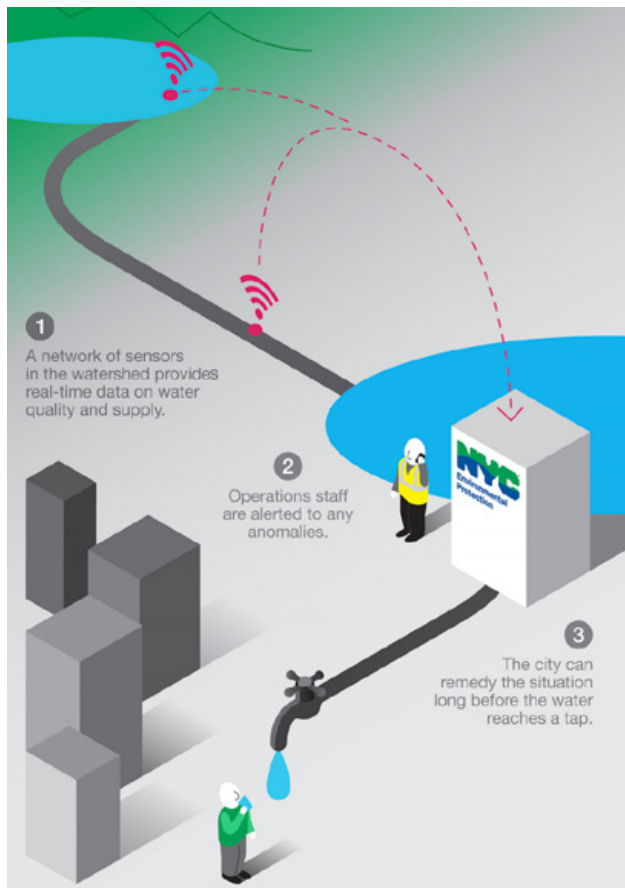
To remain at the forefront of smart cities around the world, New York City will centralize its approach to internet-connected sensing and other urban technologies, publishing a full Internet of Things (IoT) strategy by 2020. IoT broadly refers to physical devices connected to the internet that can collect data or be controlled remotely.

Currently, much of this sensor deployment is being pioneered by individual agencies. But new technologies and challenges call for greater interoperability and coordinated deployments. Building on the IoT guidelines released by the City in 2016, which was endorsed by 35 cities around the world, the City will look to institute comprehensive IoT review procedures that emphasize greater interagency collaboration, and sharing of real-time data. The review procedures will ensure compliance with the cybersecurity and privacy protocols established by the City's Chief Information Security Officer and Chief Privacy Officer. The City is currently conducting pilot projects using this approach.

The City recognizes that the deployment of sensors and other smart infrastructure, along with equipment for internet connectivity, traffic operations, and public safety, may strain already crowded public space. The City will explore innovative strategies such as smart poles, modifications to existing street furniture, and integrated sensor arrays to deploy equipment efficiently, while preserving or enhancing the attractiveness of the streetscape.

Deploying smart technology effectively is crucial to improving City services and quality of life. For example, the City's automated water meter reading system connects residents to water usage data, saving millions of dollars since its launch.

Source: Mayor's Office of the Chief Technology Officer, DEP





## DELIVER PROJECTS ON TIME AND ON BUDGET

Due to New York City's density and congestion, high labor costs, and a number of institutional factors, the City struggles to consistently deliver capital projects on time and on budget. To address this issue, the City has worked to improve its capital delivery process to better deliver core infrastructure such as streets, sewers, schools, and parks. The City will devote more resources to scoping projects upfront, streamline procurement, fix burdensome regulations, implement best practices, and deepen public accountability. Additionally, regulations at the State level must be changed to give the City more tools at its discretion, and unlock efficiencies throughout the capital process.

### • IMPROVE PROJECT SCOPING

By properly scoping projects early in the capital process, risks can be identified ahead of time to avoid schedule delays and costly change orders. Unexpected field conditions frequently change the scope of a project already in construction. The City's expansion of pre-design site testing and front-end planning can allow for both better budgeting and designers to plan for known risks and properly coordinate with utilities. At the same time, an improved change order management system will help minimize the financial and scheduling impacts of these occurrences.

Featured in DDC's Strategic Blueprint, the Front End Planning units perform an early review of project proposals with sponsor agencies and to ensure goals, budgets, scopes, and schedules all align. Bringing architectural, engineering, cost estimating, and project management tools to bear, FEP helps sponsoring agencies understand exactly what they are asking for and how much it will cost. The City will ensure the FEP units receive the additional resources necessary to review all projects that come to DDC. For larger-scale projects, the City manages the Capital Project Scope Development (CPSD) Program, which devotes resources to clearly determining project scope, cost, and other key factors before they are included in the capital plan. The City has expanded the program since 2015 and is experimenting with new ways to improve project scoping and design.

### • STREAMLINE PROCUREMENT, FIX BURDENSOME OVERSIGHT REQUIREMENTS, AND ADVOCATE FOR REFORMS TO ANTIQUATED STATE DELIVERY LIMITATIONS

The Procurement and Sourcing Solutions Portal (PASSPort) aims to make procurement easier for both agencies and vendors, taking a holistic, streamlined approach that incorporates process improvement, technology, and strong partnerships to achieve success. PASSPort will become the primary platform with which to do business with the City of New York. By streamlining procurement, and being better able to pay contractors on time, the City will be a better business partner. The data digitized through PASSPort will be invaluable in analyzing the capital portfolio, allowing the City to better understand vendor and agency performance.

Certain regulations at the City level slow the procurement process, significantly delaying capital projects without meaningfully solving the problems they were intended to fix. The City will work with the Council to identify opportunities to reduce unnecessary oversight requirements that slow down projects.

Although the City is improving its capital project delivery, the City is limited in its ability to select the delivery method best suited for each project. Currently, Design-Bid-Build is the only method allowed to the City across the board, by law. Exceptions have been made by the State Legislature for large-scale projects such as the Brooklyn-Queens Expressway and Borough-Based Jails System to allow the use of Design-Build, but the City needs to be empowered to select the best method for each project. In addition to Design-Build, Construction Manager (CM) Build and At-Risk provide new models for delivery that can save time and money for the City. New York City deserves the ability to use Design-Build, a benefit State agencies and the MTA currently possess, which can be granted to the City at no additional cost to the State.

The City's construction procurement decisions are also constrained by General Municipal Law (GML) 103, which requires the City to accept the lowest responsible, responsive bid in almost all cases. This law requires the City to award construction contracts on the basis of price alone and precludes evaluation of the quality of the bid, past performance by the bidder, and the contractor's proposed construction methodology. As a result, we cannot select the proposal that best meets an agency's goals and minimizes community impacts. Furthermore, there is no guarantee the lowest bidder will ultimately deliver the project as efficiently, economically, or with equal quality workmanship as a contractor whose original bid price was higher. Reform to GML-103 would authorize the City to select the contractor whose bid is judged to provide the best overall value to taxpayers on the basis of all of these criteria.

### • IMPLEMENT PROJECT MANAGEMENT BEST PRACTICES

Modernizing capital project delivery requires the City to take advantage of new approaches to project management, and develop custom-built technology solutions designed for managing complex public projects that integrate well with other City systems.

Integrated project delivery is a project management approach that maximizes efficiency and ensures accountability. With this method, integrated teams with dedicated leadership can take a holistic approach to managing projects by overseeing the project through each of the design, procurement, and construction phases. DDC's project management structure is beginning to utilize these principles, although integrated project delivery must become more widespread across all City agencies.

These project management teams must be equipped with the necessary technology systems to be effective. DDC's Benchmark offers a vision for modern, custom-built project management software. Part of DDC's \$16 million information technology



NEW YORKERS ENJOY THE RECONSTRUCTED COOPER SQUARE.

Source: DOT, DDC

strategic plan, Benchmark incorporates online project initiation, front-end planning, and a project management delivery system that facilitates payment processing. By building Benchmark in-house, the tool is customized to DDC's needs, is well integrated with other City systems such as the Financial Management System (FMS) and PASSPort, and lays the foundation for partner agencies to integrate into the system as well.

- **DEEPEN PUBLIC ACCOUNTABILITY THROUGH EXPANSION OF THE CAPITAL PROJECTS DASHBOARD**

The City maintains a dashboard that tracks all capital projects over \$25 million, which allows New Yorkers to track and analyze the City's delivery of projects. As modern project management software becomes more widely used by agencies, the Capital Projects Dashboard can integrate with these systems and expand to include a larger universe of projects and better geographic information.

*“Maintain the infrastructure we have, and ensure existing infrastructure is retrofitted for climate change and emergency preparedness.”*

– Resident of Upper West Side, Manhattan

# THE PATH FORWARD

**TO ACHIEVE OUR GOALS, WE MUST HAVE A PLAN AND HOLD OURSELVES ACCOUNTABLE.** Here, we identify the actions that are necessary to achieve our goals, the owners of each action, and the indicators that will help us measure progress and ensure success. We are also constantly working to raise our ambitions, with several opportunities in the near future to add more detail to select indicators and targets. For further information and a complete set of interim milestones, see our detailed action plans at [nyc.gov/OneNYC](https://nyc.gov/OneNYC).

INITIATIVE #28: MAKE FORWARD-THINKING INVESTMENTS IN CORE PHYSICAL INFRASTRUCTURE AND HAZARD MITIGATION		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Plan for capital investments holistically and collaboratively	DCP, DDC, DOT, DEP, SCA, City Hall	Partially Funded
Upgrade City infrastructure to continuously deliver high-quality services to New Yorkers	DEP, DSNY, DOT	Partially Funded
Spur improvements to utility distribution and transmission networks	MOS, City Hall	TBD
Invest in innovative and resilient transportation networks	DOT, DCAS, CH	Partially Funded
Establish a Citywide Enterprise Risk Management Task Force	City Hall	Budget Neutral
Invest in public health infrastructure to be able to respond to infectious disease	DOHMH, H+H, NYCEM	Partially Funded
INDICATORS	LATEST DATA	TARGET
Electric vehicle share of new motor vehicle sales	1.4% (2018)	20% by 2025
Share of electricity from clean sources	27% (2019)	100% by 2040



INITIATIVE #29: IMPROVE DIGITAL INFRASTRUCTURE TO MEET THE NEEDS OF THE 21ST CENTURY		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Achieve universal broadband across the five boroughs	MOCTO, DOITT	Partially Funded
Ensure all New Yorkers benefit from connectivity by expanding digital education programs	MOCTO, NYC3	Partially Funded
Build and cultivate the most innovative cybersecurity ecosystem and the most cyber-resilient city in the world	NYC3, NYCEDC, CDO, DOE, MOCTO, SBS	Funded
Invest in the City's data infrastructure, enabling greater data integration and agency collaboration	DoITT	Funded
INDICATORS	LATEST DATA	TARGET
New York City households with a residential broadband subscription	71% (2017)	Increase
New York City households with three or more residential broadband provider options	36% (2017)	Increase
Use of New York City public computer centers	N/A	Increase
Neighborhoods with a commercial corridor served by free public Wi-Fi	42% (2019)	Increase
Neighborhoods with a zone that has three or more options for commercial fiber optic service	72% (2017)	Increase
Cybersecurity jobs	N/A	10,000 by 2030
NYC Secure App downloads	57,000 (2019)	300,000 by 2021
INITIATIVE #30: IMPLEMENT BEST PRACTICES FOR ASSET MAINTENANCE AND CAPITAL PROJECT DELIVERY		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Anticipate maintenance needs and make smart repairs	DDC, DCAS, OMB, DEP, DOT, MOCTO	TBD
Deliver new projects on time and on budget	DDC, OMB, DOT, DEP, DSNY, DCAS, MOCS, Ops	Partially Funded
INDICATORS	LATEST DATA	TARGET
DDC construction projects completed early or on time	88% (FY18)	Increase
Bridge projects (structural work) substantially completed on schedule	100% (FY18)	100%

For more information on the funding status of OneNYC initiatives, please see the City of New York Fiscal Year 2020 Executive Budget and Ten-Year Capital Strategy.



# WHAT YOU CAN DO

**BUILDING A STRONG AND FAIR CITY WILL REQUIRE THE HELP AND SUPPORT OF ALL NEW YORKERS. HERE ARE A FEW EASY STEPS YOU CAN TAKE:**

## 1

### **MAKE A PLAN FOR EMERGENCIES.**

Prepare for emergencies by making a disaster plan with your household members, and pack a Go Bag. Help your community prepare by requesting emergency preparedness training from New York City Emergency Management for your workplace, school, community center, or house of worship. Download the Ready NYC app or pocket guide to help devise your emergency plan. If you want to do more, join the Community Emergency Response Team (CERT) in your neighborhood.

## 2

### **USE OUR WATER RESPONSIBLY.**

Use our water responsibly by following water saving tips to repair leaks in your home, install water-saving devices such as faucet aerators and water-saving toilets and showerheads, and turn the water off during activities such as dishwashing, shaving, and brushing your teeth. When there's a heavy rainstorm, protect our waterways from sewage overflow by waiting to do laundry, shower, or wash dishes. If you're a student, encourage your local university to join the City's Water Challenge to Universities Program.

## 3

### **DOWNLOAD THE FREE NYC SECURE APP**

on your personal phone or tablet. The app detects potential threats in real time to your device, to Wi-Fi networks you may connect to, and for Android users, it detects whether any app you've downloaded might be unsafe. When the app detects a threat, it will send you an alert in real time and offer a recommendation on how to address the threat, such as suggesting you disconnect from a particular Wi-Fi network.

## 4

### **VISIT A PUBLIC COMPUTER CENTER.**

Access broadband by visiting one of the City's 500+ free public computer centers, including libraries, public housing facilities, senior centers, and community centers in the highest need neighborhoods. Access the internet, use new devices and tools, participate in digital skills training, or volunteer to support your neighbors. You can also access public Wi-Fi in nearly 80 parks and at LinkNYC terminals throughout the city.

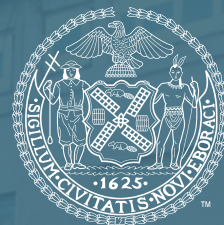
## 5

### **LEARN ABOUT YOUR DIGITAL RIGHTS.**

Learn about your digital rights as a New Yorker by checking out the Cities Open Internet Pledge we founded in 2018. Beyond this, check out our Internet of Things guidelines and share feedback on our website. These guidelines, which are endorsed by more than 35 partners worldwide, support open and ethical digital device standards and prevent providers from being the gatekeepers between residents and the local government services on which they depend every day.

For more ways you can get involved, visit [NYC.GOV/OneNYC](https://nyc.gov/OneNYC). Share your story of taking action on social media and tag us at [#OneNYC](https://twitter.com/OneNYC).





THE CITY OF NEW YORK  
MAYOR BILL DE BLASIO

DEAN FULEIHAN  
FIRST DEPUTY MAYOR

DOMINIC WILLIAMS  
CHIEF POLICY ADVISOR

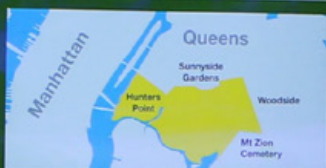
DANIEL A. ZARRILLI  
OneNYC DIRECTOR


## Community Board 2 Full Board Meeting

Date Thursday, June 1

Time 6:30PM

Place Sunnyside Community  
Services, 43-31 39th St.,  
Ground floor



Tap  on the tablet for updates

# OneNYC

Learn more about how we are building a  
strong and fair city: **NYC.GOV/OneNYC**



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