



November 4, 2020

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253 Broadway, 14th Floor
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NYC Council Speaker Corey Johnson
City Hall
New York, NY 10007

Re: OneNYC 2020 Progress Report

Dear Speaker Johnson:

This past April, while New York City was deeply involved in the battle against the COVID-19 pandemic, we made the difficult but necessary decision to delay the release of the OneNYC 2020 Progress Report. Since the impacts of the health crisis continue to be felt and the resulting economic crisis is still ongoing, we have focused this report on **the progress of OneNYC initiatives from April 2019 to April 2020**. I am pleased to submit the OneNYC 2020 Progress Report to you today, fulfilling our obligation under Local Law 84 of 2013.

We remain committed to the principles and goals set forth under OneNYC 2050, the City's long-term strategic plan and Green New Deal, including confronting our climate crisis, addressing health and wealth inequities, and strengthening our democracy. The ongoing COVID-19 pandemic has painfully illustrated that the fight to end the tale of two cities is far from over. Although the health crisis has brought many challenges for everyone, the harm from COVID-19 has been disproportionately borne by poor New Yorkers and New Yorkers of color. The Black Lives Matter social justice movement has also had profound impacts on our city in recent months, bringing even more awareness and scrutiny to the entrenched issue of racial inequality that we continue to face.

In addition to these challenges, the resulting economic situation is compounding the crisis facing our city and it is clear that without significant federal support, there will be unavoidable impacts to the City's budget and services and the longer-term commitments included in OneNYC. Some of these impacts have already been felt. While these budgetary disruptions may be inevitable, we are working to adjust to these new realities in a way that pushes forward the actions necessary to confront our climate crisis and secure a livable future for the next generation.

Since April 2020, our city has come together to innovate in the face of hardship: we've stood up a Test & Trace Corps to help reduce the spread of this disease and help us re-open more safely; we've distributed more than 170 million free meals to New Yorkers who need them; we've opened up miles of streets for safe walking and biking, and to enable thousands of businesses to offer outdoor dining and shopping; we've released a fair housing plan to break down barriers to opportunity and build more integrated, equitable neighborhoods; we've helped our buses move more quickly with miles of new busways and bus lanes; we've taken steps to transform Governors Island into a hub for innovative climate and environmental technology, research, and

policy action; we've committed to making the city a public health research hub and to creating a Public Health Corps to support our hardest hit neighborhoods; and we've distributed free air conditioners to help tens of thousands of families keep cool at home during the summer.

These actions capture the spirit of the eight integrated goals of OneNYC 2050 that guide us to secure our city's future by addressing our shared climate emergency holistically – confronting issues of social and economic injustice at the same time.

- **A Vibrant Democracy**, where every New Yorker is welcomed into the civic and democratic life of the city.
- **An Inclusive Economy**, where economic growth creates opportunities for all New Yorkers and safeguards the American Dream.
- **Thriving Neighborhoods**, where all communities have safe, affordable housing and are well served by parks and culture.
- **Healthy Lives**, where health inequities are eliminated, and all residents have an equal opportunity to thrive.
- **Equity and Excellence in Education**, where schools are diverse and fair, and deliver high-quality education to children of all backgrounds.
- **A Livable Climate**, where we no longer rely on fossil fuels and are prepared for the impacts of climate change.
- **Efficient Mobility**, where reliable, safe, and sustainable transportation options mean no New Yorker needs to own a car.
- **Modern Infrastructure**, where reliable physical and digital infrastructure allows New Yorkers to flourish for decades.

Now that our city has made significant strides in managing the COVID-19 pandemic, it is clear that we must recommit to the OneNYC 2050 goals outlined above as we rebuild and recover from this health crisis. In the current state of economic hardship, we will have to continue to make tough choices in order to prioritize the job-creating investments in clean energy, resilient infrastructure, and environmental justice that will accelerate our economic recovery.

These values have also been reflected in the Mayor's decision to join C40 Cities mayors from around the world in affirming that climate and environmental justice are a core component of recovery from COVID-19. In May 2020, Mayor de Blasio and more than 30 global mayors endorsed the C40 Cities statement of COVID-19 recovery principles and committed to rebuild "a better, more sustainable, and fairer society out of the recovery from the COVID-19 crisis."

The attached report, which examines the progress in implementing OneNYC initiatives from April 2019 through April 2020, demonstrates the vital steps taken toward a resilient future for our city that confronts deep inequities and ensures that the city we rebuild is a strong and fair New York.

Sincerely,



Daniel A. Zarrilli

cc: Mayor Bill de Blasio

Vibrant Democracy

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| VD.1.1 Expand voting rights and representation to bring more New Yorkers to the polls | Democracy NYC | In Progress / Funded | During this reporting period, Democracy NYC hired a field director and onboarded multiple outreach staff to organize voter registration efforts. In March 2020, they worked with the Public Engagement Unit to run a weeklong Student Voter Registration Drive in classrooms across the city as part of DOE's Civics Week. Democracy NYC also partnered with a wide range of City agencies, community-based organizations, and elected officials to staff these voter registration drives. This year, as a result of the new pre-registration law, Democracy NYC targeted high school students who are 16+ years of age. As of the close of the reporting period, the City had surpassed last year's total registration of 18,000 students (final number pending). |
| VD.1.2 Expand opportunities for democratic engagement | CEC | In Progress / In Planning | CEC convened the Participatory Budgeting Advisory Committee in December 2019 and officially onboarded the Participatory Budgeting Advisor in January 2020. The City continued to work with the advisory committee on the design and implementation of the citywide program. |
| VD.1.3 Lead a comprehensive effort to count every New Yorker, as part of the 2020 Census | Census | In Progress / Funded | <p>The City implemented a variety of initiatives to ensure every New Yorker gets counted in the 2020 Census through community outreach, media, and advertising campaigns. The census campaign will also be available in 16 commonly-used languages.</p> <p>In December 2019, the Administration announced the more than 150 awardees of the NYC Complete Count Fund (CCF), a joint investment by the Administration and the City Council. And in January 2020, the Administration, Council Speaker, CUNY, and more than 160 community partners launched the Complete Count Campaign to ensure participation among the city's most historically undercounted communities.</p> <p>The City created a website to allow New Yorkers to sign up to volunteer to participate in census outreach. More than 3,000 New Yorkers have submitted census commitment cards, signed up to volunteer, or asked to learn more about the census. NYC Census 2020 also worked in coordination with community partners including CCF awardees, elected officials, and unions on more than 300 citywide community teach-in events to educate New Yorkers on the census and separately trained over 300 people to become census ambassadors. Additionally, NYC Census 2020 has implemented systems to use technology to facilitate targeted outreach, including via peer-to-peer texting, and phone-banking. The first text bank event was hosted on March 22nd and 23rd; over those two days volunteers with NYC Census reached 978,195 New Yorkers.</p> |
| VD.1.4 Increase digital literacy and combat misinformation and digital hate speech that threatens democracy | Cyber, Democracy NYC, MOCTO | In Progress / In Planning | During this reporting period, NYC Cyber Command (NYC3) began social media and dark web monitoring to identify disinformation campaigns and other nefarious activities that could deter participation in elections or the 2020 Census. |

Vibrant Democracy

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| <p>VD.1.5 Empower the next generation of New Yorkers to become informed residents and activists</p> | <p>CCHR, DOE, DYCD, NYC Service</p> | <p>In Progress / Funded</p> | <p>Agencies across the City continued to work with young New Yorkers to empower them to engage with the civic life of our city.</p> <p>In May 2019, DYCD held the fourth annual NYC Youth Lead Summit, which engaged approximately 700 youth from across New York City on issues and projects related to civic engagement. The summit elevated the work that young people have been doing in their schools, communities, and online, and encouraged more young people to take action. DYCD also announced the recipients of the first Luis Garden Acosta Bridging Communities Grant. DYCD-funded community-based organizations were invited to apply with their youth participants for mini-grants to implement citywide service projects.</p> <p>In summer 2019, the Summer Youth Employment Program aligned younger youth programming to the Administration’s Democracy NYC plan by engaging more than 2,000 youth in project-based learning experiences focused on the 2020 Census, voter registration, and environmental justice. This alignment presented a unique opportunity to empower young New Yorkers to take civic action while developing skills and make a difference in their communities. The summer program culminated with a Day of Action to showcase projects, including an expo, peer workshop, and creative performances. As part of National Voter Registration Day on September 24, 2019, program participants at 70 DYCD-funded Beacon and Cornerstone programs engaged in voter registration efforts.</p> <p>CCHR successfully launched a three-session series for young people on the NYC Human Rights Law and Discrimination Based on Race and Color in spring 2019 as a pilot program. CCHR also launched the Students for Human Rights workshop in summer 2019 as a pilot program. Through these pilot programs, CCHR staff reached and engaged more than 1,000 youth participants and school staff across the city.</p> <p>NYC Service engaged 140 Youth Leadership Councils (YLCs) this year. Councils all went through an orientation process, and adult facilitators from NYPD YLCs (58 total) and NYCHA YLCs (16 total) went through a pilot training on implicit bias and microaggressions. The Youth Civic Action guide was completed for release to existing YLCs and agencies/organizations.</p> <p>As of the close of the reporting period, more than 600 teachers had been trained to implement the Civics for All initiative in their schools.</p> |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| VD.2.1 Explore the reach of IDNYC | MOIA | In Progress / Funded | <p>Since its launch in January 2015, IDNYC has offered New Yorkers increased access to City services, discounts on recreation and entertainment programs, free or reduced admission to cultural institutions, and other benefits. As of January 2020, the program had more than 1.3 million cardholders who have saved over \$57 million on memberships and other fees or discounts through the IDNYC program.</p> <p>Building on this success, IDNYC continued to develop the IDNYC card as well as to add new benefits through partnerships to support vulnerable populations, and expand utility and functionality of the IDNYC card.</p> <p>In 2019, to further expand accessibility, the front of the IDNYC card was embossed in braille to help cardholders who are blind or have low vision distinguish and utilize the card. IDNYC is now the first locally-issued ID in the nation to include braille. The City continued to work with the blind and low-vision community to increase accessibility for the cards. Other recent program enhancements include the addition of a third gender designation on the card, new benefit partners such as Costco, and expanding access outside of NYC to Sullivan County in New York.</p> <p>In January 2020, IDNYC launched its #RenewYourIDNYC campaign with the first set of cards expiring that month. New Yorkers whose IDNYC is expiring in less than 60 days, or whose card has been expired for less than six months, are now able to apply to renew their IDNYC through an online portal or in person at Enrollment Centers in all five boroughs.</p> <p>In the last quarter of 2019, IDNYC launched the IDNYC Middle School Card. Middle school students ages 10 and up, who attend middle schools that partner with the IDNYC program, can enroll in IDNYC at their middle school's pop-up enrollment site without a parent or guardian present and have the name of their middle school displayed on their IDNYC card. IDNYC, in close partnership with DOE, launched a series of pop-up enrollment sites at several Brooklyn middle schools.</p> |

Vibrant Democracy

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| VD.2.2 Raise naturalization rates through targeted outreach and assistance | MOIA | In Progress / Funded | <p>In partnership with the Office for Economic Opportunity, MOIA engaged a research firm to conduct an evaluation of the NYCitizenship program. The evaluation looked at the program's use of the navigator model and outreach strategies towards naturalization.</p> <p>To help institutionalize immigration legal services, including citizenship in the fabric of our city, NYCitizenship continued to explore opportunities to expand to handle other forms of immigration relief in addition to continuing to screen and handle naturalization cases.</p> <p>Given ActionNYC's demonstrated multi-year success, and the ever-increasing demand for free, high-quality immigration legal services throughout the city, MOIA and DSS/HRA continued to work to more deeply embed the ActionNYC programs into the City legal services infrastructure. RFPs were issued in November 2019, inviting interested organizations to apply for three-year contract awards to provide legal and navigation services in community-based organizations, schools, hospitals, and libraries. These RFPs were designed to: increase equity of access to immigration legal services citywide; ensure a diverse mix of small and large community-based providers; and further the longevity and sustainability of ActionNYC programs, while ensuring they remain flexible in the face of changing immigration policies and practices, and evolving community needs. Dozens of organizations had submitted proposals in response to the RFP as of April 2020, and the selection process was underway.</p> |

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| <p>VD.2.3 Protect and provide resources to new and undocumented New Yorkers</p> | <p>MOIA</p> | <p>In Progress / Funded</p> | <p>MOIA expanded Local Law 30 coordination and provided training, technical assistance and language services to additional units in the Mayor’s Office, including new offices such as NYC Census 2020 and CEC. MOIA consulted with agencies to understand language access implementation progress, challenges, and best practices and to offer guidance and connect agencies to resources.</p> <p>In its oversight role, MOIA monitored and reported on the progress of agencies covered by Local Law 30. In 2019, MOIA submitted the second annual report on Local Law 30 to the City Council, which included 35 agency implementation plans. In addition, MOIA coordinated and reviewed agency annual updates on Local Law 30 implementation.</p> <p>MOIA successfully worked in close coordination with the CEC and DCP to publish a proposed methodology for the CEC’s Poll Site Language Assistance Program to provide interpretation at poll sites with the highest concentrations of voting-eligible limited English proficient New Yorkers that speak the designated citywide languages. MOIA continued to improve access to voting for Limited English Proficient New Yorkers through the interpretation pilot program in 2019. Progress continued for CEC to take over this work. In 2019, the City’s program served approximately 1,153 voters with limited English proficiency. MOIA, in partnership with Democracy NYC and the Mayor’s Office of Operations, provided interpretation services for the City’s four elections in 2019.</p> <p>MOIA also increased English language learning tools through the We Speak program. We Speak NYC (WSNYC) is a free English language learning program that helps immigrant New Yorkers learn English and practice conversation skills through content-based, civic-focused instruction, videos, and education materials. In 2018, an independent evaluation of the We Speak NYC program found that learners overwhelmingly indicated that the topics of the videos were relevant and useful. However, that evaluation also indicated that many WSNYC classes had “substantially more” beginner-level English speakers, and recommended that MOIA provide more lesson plans and resources for this group of learners. As a result in 2019, We Speak started working with CUNY to create materials addressing multi-level needs that speak to the majority of participants coming to classes. The program piloted “Plan: Beginner,” an alternative approach to the conversation structure that utilizes a guided strategy to engage learners who are at a beginner level, in direct response to the recommendations laid out in the 2018 evaluation. WSNYC also collaborated with CUNY to build out workforce lesson plans focused on interviewing, resume building, and professional development skills featured in episodes. These adapted materials have been used in creating professional development trainings for educators and have been featured in city, state, and national conferences. In 2019, WSNYC organized a total of 277 classes, engaged 5,540 English language learners, and trained 240 new volunteer facilitators.</p> <p>In August 2019, NYC Care, a health care access program, launched in the Bronx to provide uninsured New Yorkers with access to quality and affordable health care regardless of immigration status or ability to pay. NYC Care guarantees low- and no-cost services to New Yorkers who do not qualify for or cannot afford health insurance through H+H. The program provides New Yorkers with affordable access to a primary care provider, specialty care, prescriptions, and a 24-hour customer service helpline. Given the barriers to health access that exist for immigrant New Yorkers, MOIA partnered with H+H to lead a group of trusted community organizations in community outreach. As of December 31, 2019, NYC Care outreach partners reached more than 22,000 unique community members and enrolled approximately 10,000 New Yorkers in the Bronx.</p> <p>MOIA continued to monitor the federal government’s assault on our immigrant communities and took action. These attacks have taken many forms, including public charge, attempts to make naturalization harder, to force certain immigrants through expedited removal proceedings, and to attack asylum-seekers and refugees. To address these issues in 2019, MOIA funded a new \$1 million rapid response</p> |
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imminent deportation. MOIA also coordinated and conducted public education campaigns, such as Know-Your-Rights, community outreach, and public awareness campaigns to help combat fear and misinformation among immigrant communities that may be caused by some of these federal changes and from increased enforcement. MOIA also engaged in sustained multi-agency and multi-city federal advocacy and supported litigation against illegal and unconstitutional federal changes, such as the City's ongoing litigation against public charge.

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| VD.3.1 Bring together residents, agencies, and community-based organizations to initiate system-wide solutions and increase trust | MOCJ | In Progress / Partially Funded | The Mayor's Action Plan for Neighborhood Safety (MAP) continued to convene local Neighborhood Stats (NSTAT) meetings in all 15 MAP communities. MAP further refined the process for decision making and consensus building by incorporating a participatory approach for the identification, selection, and implementation of projects at each of the 15 MAP developments. This past year, at local NSTATs, residents submitted ideas for how to invest at each of their developments. The Mayor's Action Plan for Neighborhood Safety continued planning to host and coordinate meetings with residents, agencies, and community-based organizations to amplify resident voices and support their inclusion in policy and decision making at each of their developments. |
| VD.3.2 Invest in communities working to end gun violence in New York City | MOCJ | In Progress / Funded | In 2019, the City announced the Office of Neighborhood Safety, which aims to co-produce safe and thriving neighborhoods in places impacted by historic disinvestment where community members shape how government best serves their needs and priorities to address root causes of crime. This will be accomplished by synthesizing the efforts of the Office to Prevent Gun Violence (OPGV) and the Mayor's Action Plan for Neighborhood Safety (MAP) to decrease violence and amplify joint community-based problem solving. The announcement also detailed additional investments to expand the Crisis Management System (CMS), a successful anti-violence community safety initiative. This investment by the City Council and Mayor's Office bring the proven safety generators into more communities. |
| VD.3.3 Advance diversity in leadership roles | CEC, CGE, DCLA | In Progress / Budget Neutral | <p>The City took a number of steps to advance diversity in leadership roles in a variety of capacities.</p> <p>CGE met with agency partners including CEC, Mayor's Office of Appointments, Democracy NYC, and Community Affairs Unit to discuss and determine next steps in developing the Borough Civic Academies leadership curriculum, identify external partners, and establish a timeline for the Borough Civic Leadership Academy. CEC continued planning to support the Borough Civic Leadership Academy events by developing and delivering educational content on the participatory budgeting process and encouraging participants to serve in local public service as participatory budgeting delegates.</p> <p>DCLA offered free, equity-centered professional development to 49 diverse, emerging cultural leaders as part of the CreateNYC Leadership Accelerator, in partnership with the CUNY School of Professional Studies.</p> |
| VD.3.4 Advance gender equity by engaging diverse stakeholder groups | CGE | In Progress / Budget Neutral | In June 2019, CGE hosted Gender Equity Summits in all five boroughs, developed the 2020-2021 Gender Equity Campaign "Show Up for Gender Equity," and partnered with ENDGBV and Promundo to engage men and youth in advancing gender equity in NYC. |

Vibrant Democracy

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| VD.3.2.5.1A Use advanced technology and integrated data to accurately and effectively reduce crime | MOCJ | Reconsidered / Funded | The scope and operations of the Justice Provider System were re-examined in light of the historic bail reforms that were passed into law in April 2019 and went into effect on January 1, 2020. The City continued to negotiate the data use agreements to support the system. |
| VD.3.2.5.2B Implement a regular citywide method of surveying resident sentiment | MOCJ | In Progress / Funded | MOCJ, in partnership with the John Jay College Research and Evaluation Center, received proposals to contract with vendors to administer panel surveys in multiple New York City neighborhoods to measure resident sentiment. Through this research partnership with John Jay College Research and Evaluation Center, the City continued to develop projects to examine sentiment through participatory action research and social media analysis. |
| VD.3.2.5.1D Reduce incarceration by examining risk, needs, programming, and system flow | MOCJ | In Progress / Funded | The updated Criminal Justice Agency Release Assessment launched in November - December 2019 and is now in use citywide. The City continued to assess and engage in the ongoing validation of the release assessment. |

Vibrant Democracy

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| <p>VD.4.1 Provide global leadership on climate, migration, and other shared challenges</p> | <p>Int'l Affairs</p> | <p>In Progress / Budget Neutral</p> | <p>Int'l Affairs participated in several gatherings to showcase the City's leadership in addressing global challenges. In April 2019, Int'l Affairs presented NYC's Voluntary Local Review of the UN Sustainable Development Goals (UN SDGs) at the inaugural SDG Leadership Cities Convening. Representatives also participated in the U20 Meeting to discuss City leadership on issues such as climate action and the SDGs. The Int'l Affairs Commissioner also spoke at the UN High-Level Political Forum in July and shared how NYC is tackling climate change, and participated in a high-level discussion about ways NYC is accelerating the SDGs through subnational leadership and cross-sector partnerships. During the World Urban Forum, Int'l Affairs and UN-Habitat co-hosted a special session on Voluntary Local Review in which cities spoke about the impact the Voluntary Local Review had on their progress in localizing the SDGs. During that event, nearly 20 local governments signed on to the Voluntary Local Review Declaration.</p> <p>Throughout the year, the City continued to deepen partnerships and climate network engagements with C40, 100 Resilient Cities, Climate Mayors, Carbon Neutral Cities Alliance, and others. Over the year, the City expanded the C40 Divest/Invest Forum to include 14 global cities. The City also published a Divest/Invest toolkit with C40 to support cities in committing to and delivering Divest/Invest action. In September 2019, the City supported NYC Climate Week in collaboration with local and international partners across the public, non-profit, and private sectors and hosted an event in conjunction with Columbia University Earth Institute featuring attendees and elected officials from around the world. And in March 2020, the City hosted an online Divest/Invest Forum virtual workshop.</p> |

Vibrant Democracy

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| <p>VD.4.2 Leverage the SDGs as a framework to share sustainability challenges and solutions</p> | <p>Int'l Affairs</p> | <p>In Progress / Budget Neutral</p> | <p>In 2015, New York City became the first city to map its local strategy to the United Nations Sustainable Development Goals (UN SDGs) through OneNYC and to submit a Voluntary Local Review to the UN. In OneNYC 2050, released in April 2019, the City expanded on this work by demonstrating directly how OneNYC strategies align with the SDGs, strengthening efforts to build a strong and fair city and deepening City diplomacy on the world stage.</p> <p>Int'l Affairs continued to regularly collaborate with local and global counterparts to discuss the SDGs and share best practices on sustainability challenges. In April 2019, Int'l Affairs presented on the Voluntary Local Review at a meeting hosted by Carnegie Mellon University. In November 2019, Int'l Affairs showcased NYC's work on the SDGs at the Brookings Institution's second convening of the SDG Leadership Cities in Mexico City.</p> <p>Through the Global Vision Urban Action (GV UA) initiative, Int'l Affairs facilitated several site visits of UN representatives to NYC agencies as a way to showcase how NYC is tackling sustainability challenges. In December 2019, GV UA hosted a Pre-K for All meeting in which members of the UN diplomatic community learned firsthand how DOE contributes to achieving the SDGs through its Pre-K for All initiative.</p> <p>During the UN General Assembly, Int'l Affairs also launched the Voluntary Local Review Declaration. This declaration is a way for local and regional governments worldwide to formally commit to reporting on the SDGs. Since the launch of the declaration, cities representing nearly every region of the world have committed to reporting on the SDGs to the United Nations.</p> <p>The City also began working with the Center for Sustainable Business at the Stern School of Business at New York University (NYU) on a two-year initiative, Invest NYC SDG, to spur private sector engagement and investment in projects that advance the SDGs. The NYU Stern initiative aims to identify investable projects and work with financiers, corporate partners, civil society and public policy-makers to achieve the SDGs and create a roadmap for other cities around the world.</p> |

Vibrant Democracy

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| VD.4.3 Empower students to lead on the global stage | CCHR | In Progress / Budget Neutral | <p>CCHR’s programs continued to empower the youngest New Yorkers to become involved in their schools, neighborhoods, and communities and take action in order to promote awareness and create change to eliminate discrimination in New York City. CCHR’s commitment to promote democracy and empower New York City youth engaged students, parent communities, educators, and school administrators in all five boroughs over the reporting period. CCHR successfully hosted student assemblies and workshops, in addition to participating in conferences geared towards youth to ensure students and service providers learn about the New York City Human Rights Law and protections under the law as it relates to discrimination.</p> <p>In spring 2019, CCHR launched a series for youth on the NYC Human Rights Law and Discrimination Based on Race and Color, and in summer 2019 held the Students for Human Rights workshop to address discrimination, harassment, and bullying. CCHR’s work included building partnerships with local DOE schools in need of programs to address racial tension and conflict between peers and supporting school staff, faculty, and administrators to address these issues in the schools they serve. CCHR introduced the curriculum in schools through “push-ins” in high schools across the city, reaching students and educators who would be able to turnkey the activities and curriculum into their class discussions and lesson plans.</p> <p>CCHR also provided ongoing youth programming for LGBTQI+ youth through the Discrimination: Gender, Gender Identity, and Sexual Orientation series in partnership with school Gender and Sexuality Alliances (GSAs). This program has increased exponentially since its initial launch. CCHR also presented programming at the DOE’s GSA Summit in January 2020, which convened youth from across the city.</p> <p>CCHR’s Empowering Young Women program, which was launched in 2018, continued to be a program sought after by community-based organizations and schools, and was offered at several organizations and schools around the city. Over the reporting period, the program engaged youth of all genders to learn about human rights movements locally, nationally, and globally while delving into the topics of education, employment, and social justice issues impacting girls and young women.</p> |

Inclusive Economy

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| IE.5.1 Diversify the City's economy and broaden access to good-paying jobs | EDC, WKDEV | In Progress / Funded | <p>The Tech in Residence Cyber Corps program recruited four cyber professionals in the fall of 2019 and seven for the spring of 2020. EDC launched a six-week bridge program with LaGuardia Community College to prepare adults to enter a cybersecurity bootcamp course run by Fullstack Academy. The first cohort of Bridge students launched in March 2020, and they transitioned to Fullstack's Bootcamp in mid-April. These students attend the Bridge and the Bootcamp for free, and also receive wraparound services such as laptops, MTA cards, and more. Fullstack simultaneously ran paid cohorts, and their third cohort graduated in mid-April. The bootcamp has already placed numerous graduates into good cybersecurity jobs.</p> <p>The City also developed a new master's program in Cybersecurity at City College New York, designed closely with industry partners such as Facebook.</p> <p>The City continued to strengthen the Hunts Point Food Distribution Center. EDC interviewed respondents to a request for expressions of interest for the redevelopment of Hunts Point Produce Market.</p> |
| IE.5.2 Strengthen and expand the capacity of adult education in a connected workforce system | CUNY, DOE, DYCD, WKDEV | In Progress / Partially Funded | <p>WKDEV continued to coordinate with DOE to expand the number of workforce programs that have access to onsite High School Equivalency instructors.</p> <p>DOE's Adult Education department expanded career and technical education (CTE) offerings through collaborations with Alfred E. Smith, Thomas Edison, W.H. Maxwell, and William E. Grady High Schools. CTE classes at Coop Tech were expanded to include Saturdays. These partnerships expanded both the number and the scope of workforce training opportunities for adults throughout the city. Additionally, as of the end of January 2020, English for Speakers of Other Languages (ESOL) programs for multilingual learners had yielded 242 students receiving technology and health certifications as compared to only 21 through the same period last school year.</p> <p>DYCD's adult literacy programs have served about 7,800 people annually. In each of the past three years, the City invested an additional \$12 million in adult literacy.</p> |
| IE.5.3 Integrate human capital investment into all City initiatives | DCAS, WKDEV | In Progress / Budget Neutral | <p>DCAS partnered with elected officials and community-based organizations to host Civil Service 101 information sessions and participate in career and resource fairs for low-income communities and those interested in entry-level City jobs. From April 2019 to the close of the reporting period, DCAS participated in more than 60 such events, at which information was provided about different job opportunities available in the City, how to navigate the job board and apply for City jobs, and the overall examinations process.</p> <p>WKDEV partnered with DCAS, H+H, DOE, HPD, and other agencies to identify ways to create or expand entry-level job opportunities in City government, and through COVID-19 response and recovery efforts.</p> |

Inclusive Economy

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| IE.5.4 Support the growth and retention of small businesses | SBS | In Progress / Partially Funded | <p>SBS continued to work with regulatory agencies to prioritize collection and field validation of federal employer identification numbers (EINs), while also working on developing a solution for verification.</p> <p>In March 2020, the City provided relief to small businesses seeing a reduction in revenue because of COVID-19. Businesses with fewer than 100 employees that saw a decrease in sales of 25% or more were eligible for zero interest loans of up to \$75,000 to help mitigate losses in profit. The City also offered small businesses with fewer than 5 employees a grant to cover 40% of payroll costs for two months (an average of \$6,000) to help retain employees.</p> |
| IE.5.5 Invest in the space for equitable growth | DCLA, DCP, EDC | In Progress / Partially Funded | <p>The City prepared for the start of the public review process for the Gowanus neighborhood rezoning proposal.</p> <p>The Affordable Real Estate for Artists (AREA) request for expressions of interest was extended until the end of 2021. As of March 2020, 215 AREA units were completed comprising 54,000 square feet of affordable artist workspaces.</p> <p>The Lower Manhattan Cultural Council's Art Center at Governors Island opened.</p> <p>In September 2019, a conditional designation letter (including lease term sheet) was executed with a developer under the Office Anchor Strategy in East New York.</p> |
| IE.5.4.S.4.1 Economic Recovery 1. Launch Business Recovery and Resiliency Programs | MOR, SBS | In Progress / Budget Neutral | <p>SBS performed individual on-site risk assessments for 560 businesses and provided implementation grants after each assessment. Risk assessments were finalized on December 31, 2019.</p> <p>SBS conducted resiliency workshops in neighborhoods throughout NYC, serving more than 970 businesses and community-based organizations.</p> |
| IE.5.4.S.15.5 Food Supply 5. Continue to support the FRESH program to increase the number of full-line grocers in underserved neighborhoods | EDC | In Progress / Funded | <p>Two additional supermarket projects were finalized in 2019, and another four were approved for FRESH benefits.</p> |

Inclusive Economy

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|----------------------|--|---|
| IE.6.1 Aggressively enforce fair wages and working conditions | DCA, NYC Opportunity | In Progress / In Planning | The City secured a vendor for the alternative dispute resolution program for paid caregivers and other domestic workers and continued working towards an outreach plan. The City also continued to support legislation providing Paid Personal Time but, as of the close of this reporting period, had not yet received a vote from City Council. |
| IE.6.2 Guarantee access to lifeline benefits | HRA, NYC Opportunity | In Progress / Funded | Data collection for a study of the impact of child allowance on child development launched in June 2019. As of the close of this reporting period, more than 250 mothers in low-income households and their newborns were participating in the program, with strong retention in 12-month interviews. |
| IE.6.3 Address high living costs and debt loads | DCA, NYC Opportunity | In Progress / Partially Funded | Between January and June 2019, the Department of Consumer and Worker Protection provided financial counseling to 246 student loan borrowers. Three reports highlighting populations vulnerable to student loan debt were drafted and under review as of the close of this reporting period for release later in 2020. |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|--|
| IE.7.1 Increase Economic Opportunities for Minority- and Women-owned Business Enterprises | MWBE | In Progress / Call for Action | The City provided an unprecedented number of contract awards to M/WBEs. In recognition of continued outperformance, in November 2019, the goal for contracts awarded to M/WBEs was raised to \$25 billion. In FY2019 alone, the City awarded \$3.8 billion in contracts to M/WBEs through both Mayoral and non-Mayoral agencies, bringing the total to \$13.2 billion since FY2015 to the close of the reporting period. |
| IE.7.2 Leverage the buying power of anchor institutions to strengthen local economies | MWBE | In Progress / Partially Funded | M/WBE continued to make progress on a study of place-based anchor institution strategies. |
| IE.7.3 Increase employee-ownership to produce value for working New Yorkers | MWBE, SBS | In Progress / Partially Funded | M/WBE continued to make progress on pilot programs in industrial, care, and emerging economic sectors, which launched in 2019 and 2020. |
| IE.7.4 Leverage City-owned assets to protect community wealth and generate housing assets | HPD | In Progress / Partially Funded | More than 57 percent of properties were assigned a developer through the Affordable Neighborhood Cooperative Program (ANCP). |

Inclusive Economy

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|---|
| IE.7.5 Expand community ownership of renewable energy infrastructure | MOR, MOS | In Progress / Funded | <p>Work continued to finalize the community energy planning tool and provide it to the public, including outreach to key stakeholders.</p> <p>EDC issued a request for proposals for community groups to lease out the Brooklyn Army Terminal Roof and turn it into a community-owned solar array. NYCHA continued with its Accelerating Community Empowered Shared Solar (ACCESSolar) and Commercial Solar programs.</p> |
| IE.7.6 Increase economic opportunities for diverse participants in the evolving cannabis industry | IGA, MOCJ | In Progress / Call for Action | <p>The City aims to ensure that any legal adult-use cannabis regime would prioritize and create robust opportunities for communities most harmed by past cannabis prohibition. Following the release of the Mayor's Task Force on Cannabis Legalization's report, A Fair Approach to Marijuana, the City continued engaging with relevant stakeholders and state and local elected officials to advocate for the City's legislative priorities.</p> |
| IE.7.5.3.1 Issue an executive order requiring regular compilation and use of equity metrics | OPS | Completed / Budget Neutral | <p>Executive Order 45 was issued on May 8, 2019.</p> |

Inclusive Economy

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|----------------------|--|---|
| IE.8.1 Increase centralized savings through improved government operations | DCAS, MOCS, OLR, OMB | In Progress / Partially Funded | <p>The City continued to evaluate its real estate portfolio in order to reduce the cost of leased spaces and maximize the use of owned spaces. These efforts projected to result in millions of savings and avoidance in FY2020. From April 2019 to April 2020, 18 additional sites (4.1 million square feet) were surveyed and cataloged.</p> <p>The City continued designing the Procurement and Sourcing Solutions Portal (PASSPort) to make procurement easier for both agencies and vendors. PASSPort aims for a holistic, streamlined approach that incorporates process improvement, technology, and strong partnerships to achieve success. The portal aims to be the primary platform with which to do business with the City of New York. By streamlining procurement and being better able to pay contractors on time, the City can be a better business partner. The data digitized through PASSPort would be invaluable in analyzing the capital portfolio, allowing the City to better understand vendor and agency performance. MOCS, in partnership with DCAS and DoITT, launched the second phase of PASSPort in April 2019 which allowed agencies to purchase goods utilizing a modern, online shopping experience while standardizing electronic invoicing and streamlining purchase orders. As of the close of this reporting period, more than 4,000 items were consolidated and available to purchase through PASSPort.</p> <p>Multiple OLR initiatives in recent years have advanced the objective of increasing centralized savings through improved operations. Most significant is the labor-management collaboration to achieve health-care savings, first agreed to in 2014. Extensive information about the initiative’s progress is available on the OLR website: https://www1.nyc.gov/site/olr/labor/labor-health-savings.page.</p> <p>Additionally, OLR and OMB strengthened the review process for agencies seeking to pay employees above the contractual new hire rate, including issuing agency guidance emphasizing the importance of the rate.</p> <p>More than \$30 million in savings had already been achieved as of the close of the reporting period through reducing the number of on-road vehicles and downsizing SUVs to sedans through the work of the OMB Citywide Savings Unit as part of the FY20 Executive Budget in April 2019.</p> |

Thriving Neighborhoods

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|------------------------------|--|--|
| <p>TN.9.1 Keep New Yorkers in their homes and protect the housing stock</p> | <p>DSS, HPD, MOPT, NYCHA</p> | <p>In Progress / In Planning</p> | <p>The City continued implementation of the Universal Access to Counsel initiative for tenants facing eviction. From April through December 2019, more than 27,700 households (about 69,480 individuals) were provided legal assistance, bringing the total since the legislation was enacted in 2017 to 91,000 (234,000 individuals).</p> <p>In October 2019, MOPT launched a campaign to educate tenants on their rights under New York State's newly passed Housing Stability and Tenant Protection Act. The ad campaign gave New York City renters the information they need to hold their landlords accountable. The ads were displayed in subways, bus shelters, small businesses, Staten Island ferry terminals, community newspapers, Link kiosks, and online. PEU also went door-to-door to make sure tenants were aware of the new protections and how to advocate for themselves.</p> |
| <p>TN.9.2 Create or preserve 300,000 affordable units by 2026 and increase the overall housing supply</p> | <p>HPD, OER</p> | <p>In Progress / Partially Funded</p> | <p>HPD financed 25,889 affordable homes in 2019. This number includes some 15,692 affordable homes preserved and a record-breaking 10,197 new affordable homes financed. HPD also financed the acquisition of 12 properties with 427 units in 2019 through the Neighborhood Pillars program, which provides low-interest loans and tax exemptions to nonprofits and mission-driven organizations to acquire and rehabilitate unregulated or rent stabilized housing for low- to moderate-income households.</p> <p>In fall 2019, HPD also launched the Homefix Program, which provides access to affordable low- or no-interest and potentially forgivable loans for home repairs.</p> <p>OER also made progress over the year to remediate and redevelop brownfield lots. As of January 2020, OER has remediated and redeveloped 451 lots.</p> <p>In March 2020, the City released the Sunnyside Yard Master Plan, after 18 months of public engagement and analysis. The planning process was led by a diverse team of community leaders, technical experts, elected officials, and public agencies, and was informed by the voices of Queens. The process identified six pressing needs that form the backbone of the Plan: Public Space & Social Infrastructure; Improved Transportation; Affordable Housing; Jobs, Schools and Workforce Development; Sustainability and Resilience, and Keeping it Queens. The Master Plan calls for the creation of the Sunnyside Station, 100 percent affordable housing with 12,000 homes and a focus on New Yorkers earning less than \$50,000 per year, 60 acres of new open space, equitable homeownership opportunities, and infrastructure and other public amenities.</p> |

Thriving Neighborhoods

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|-----------------|--|---|
| <p>TN.9.3 Expand housing and related services to support the city's most vulnerable populations</p> | <p>DSS, HPD</p> | <p>In Progress / Partially Funded</p> | <p>In 2019, HPD set records for homeless and supportive housing, securing 3,030 affordable homes for people experiencing homelessness, and 1,482 affordable homes paired with supportive services. From 2014 through the close of the reporting period, the City created a total of 12,869 affordable homes for homeless households, and 6,225 supportive housing apartments through the Housing New York plan. In 2019, NYCHA made available 1,700 units for use by DHS clients.</p> <p>In March 2020, HPD released a request for proposals (RFP) seeking plans to build up to 400 new affordable homes for seniors on two NYCHA-owned sites in the Bronx and Brooklyn. This RFP is part of the City's Seniors First initiative to help seniors age in place, as well as create and preserve affordable housing.</p> <p>In November 2019, HPD celebrated the opening of Surf Vets Place, a 135-unit supportive and affordable housing development for homeless veterans and low-income families in Coney Island, Brooklyn.</p> <p>In December 2019, HPD awarded plans to develop 100 affordable homes for seniors in the Highbridge section of the Bronx to the West Side Federation for Senior and Supportive Housing (WSFSSH), a nonprofit senior housing developer and service provider. WFSSSH successfully submitted development plans to the 97 West 169th Street RFP that HPD issued in 2018. The RFP sought plans to develop a 15,100 square foot site into affordable housing for seniors.</p> <p>HPD also designated NYCHA Seniors First sites Sotomayor Houses & Bushwick II. An RFP was also released for the Astoria site. Aging in Place was also launched across all preservation rental projects as well as Affordable Neighborhood Cooperative Program (ANCP) projects.</p> <p>Over the year, DSS and DHS converted 692 cluster units to permanent affordable housing for a total of 2,413 units closed since 2016. Since 2014, nearly 140,000 individuals have utilized one of the City's rental assistance and rehousing programs. From April through November 2019, 21,536 additional individuals utilized rental assistance and rehousing programs.</p> |

Thriving Neighborhoods

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|---|
| TN.9.4 Analyze residential segregation and promote fair housing | HPD | In Progress / Budget Neutral | <p>In January 2020, HPD released the Where We Live NYC Draft Plan for public review. The draft plan outlines key goals and strategies to address New York City’s fair housing challenges. The plan analyzes the state of fair housing in New York City today and lays out an action plan for the next five years. HPD worked with partners to learn directly from more than 700 residents across the five boroughs through 62 focus-group-style conversations in 15 different languages. HPD also worked with a Fair Housing Stakeholder Group comprised of more than 150 community-based organizations, researchers, and policy advocates. New Yorkers were also asked to participate by sharing input on the Where We Live NYC website, participating in events, and hosting a conversation in their own community.</p> <p>After the release of the draft plan, HPD hosted a listening tour across the city to continue the extensive collaborative public engagement. The tour featured three- to four-day exhibit installations that outlined the process and draft plan.</p> |
| TN.9.5 Support efforts to create new housing and jobs throughout the region | DCP | In Progress / Budget Neutral | <p>In October 2019, DCP’s Regional Planning team released The Geography of Jobs: Second Edition, which provides a deeper dive into employment, labor force, and housing production trends in the region over the last two decades, including year-on-year analyses and a comparative look at the period before and after the Great Recession.</p> |
| TN.9.1.4.1A Pursue neighborhood planning strategies that expand opportunities for mixed-use development, and especially for attraction of retail and services to underserved neighborhoods. | DCP, SBS | In Progress / Funded | <p>In November 2018, DCP released the North Brooklyn Industry & Innovation Plan, the largest study of an industrial area DCP has conducted in decades. DCP and partner agencies continued to identify opportunities for mixed-use growth in neighborhoods throughout New York City. DCP also continued working on a neighborhood planning process with the aims of retaining areas that can support and grow industrial and manufacturing jobs, increasing job density in growing office sectors such as tech and advertising and in other areas, improving quality of life for workers and residents in the area, and identifying transportation and infrastructure improvements.</p> |

Thriving Neighborhoods

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|-----------------------|--|---|
| TN.9.1.3.3PlaNYC.1 Explore additional areas for new development | DCAS, DCP, HPD, NYCHA | In Progress / Partially Funded | <p>In 2019, HPD selected three proposals for ShareNYC, a pilot initiative to explore innovative, affordable, and high quality co-living spaces to better address unmet housing needs. All proposals included a formal management plan, tenant-friendly layouts and design, and financing structures that allow for deep affordability.</p> <p>As of the close of this reporting period, NYCHA had 1,210 units of new housing completed or under construction. Progress over the year included the start of construction at two development sites in the Bronx.</p> <p>In March 2020, the City released the Sunnyside Yard Master Plan, after 18 months of public engagement and analysis. The planning process was led by a diverse team of community leaders, technical experts, elected officials, and public agencies, and was informed by the voices of Queens. The process identified six pressing needs that form the backbone of the Plan: Open Public Space & Social Infrastructure; Improved Transportation; Affordable Housing; Jobs and Education; Sustainability and Resilience; and Keeping it Queens. The Master Plan calls for the creation of Sunnyside Station, 100 percent affordable housing with 12,000 homes and a focus on New Yorkers earning less than \$50,000 per year, 60 acres of new open space, equitable homeownership opportunities, and infrastructure and other public amenities.</p> |
| TN.9.1.3.1B Conduct collaborative, holistic neighborhood planning to support new mixed-income housing creation with supporting infrastructure and services | DCP, HPD | In Progress / In Planning | <p>In June 2019, the City Council voted to approve the Bay Street Corridor Neighborhood Plan. Years in the making, it is anticipated that this plan will spur the development of as many as 1,000 new jobs, 1,300 affordable homes, investments in parks, schools, sewers, and a new Cromwell Recreation Center. The zoning changes went into in effect.</p> <p>During the year, the Brownsville sites were in predevelopment, undergoing environmental and public approvals. Progress continued towards the Gowanus Uniform Land Use Review Procedure (ULURP) certification. Included in the Gowanus Neighborhood Study is Gowanus Green, a project that includes 950 homes. Progress continued on the Bed-Stuy housing plan and RFP for more than 600 homes. The Bushwick Housing Plan has been indefinitely postponed.</p> |

Thriving Neighborhoods

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|--|
| TN.10.1 Strengthen open spaces and opportunities for recreation in under-resourced and growing neighborhoods | DCP, DOT, DPR | In Progress / Partially Funded | <p>The City's Community Parks Initiative (CPI) invests in neighborhood parks with the greatest needs. Through the CPI, neighborhood parks across the city are reconstructed, working closely with community members to understand their needs. A total of 47 projects were completed as of April 2020. All 35 of the CPI Phase 1 projects were completed. DPR completed construction at 12 of the 32 CPI Phase 2 sites. Additionally, DPR continued to target other local parks for immediate physical improvements.</p> <p>In 2019, DOT continued to hold events that promote the use of streets as public space. Weekend Walks, which are multi-day events through partnerships with community-based organizations, continued with 112 events, 53 different community partners, and more than 14 miles of streets in 2019. In April 2019, DOT hosted a successful Car Free Earth Day event, in which 30 blocks of Broadway from Times Square to Union Square were opened for people to explore on foot and enjoy programming. For three Saturdays in August 2019, Summer Streets events opened nearly seven miles of streets for the public to play, run, walk, and bike.</p> <p>The public outreach process started for the Comprehensive Waterfront Plan in May 2019. From then through the close of the reporting period, DCP held over 25 outreach events, ranging from walking tours aimed at celebrating unique aspects of NYC's 520 miles of waterfront to public forums and listening sessions where New Yorkers were asked for their visions and ideas for the future of NYC's waterfront. More than 400 people attended these sessions to discuss the working waterfront, ferries, public access and stewardship, water quality and natural resources, and resiliency.</p> |

Thriving Neighborhoods

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|--|
| <p>TN.10.2 Enhance neighborhood access and connectivity to parks and open spaces</p> | <p>DPR</p> | <p>In Progress / Partially Funded</p> | <p>With the Parks Without Borders (PWB) approach, DPR aims to make parks more open, welcoming, and beautiful by improving entrances, edges, and park-adjacent spaces. This includes making entrances easier to find; making the edges of parks greener; adding furnishing, programming, and amenities; and improving sight lines to make our parks safer. Over the reporting year, construction advanced on PWB showcase sites.</p> <p>Construction advanced on the first and second phase of Anchor Parks projects in the Bronx, Brooklyn, Manhattan, and Queens. Design work advanced on the Staten Island project. Anchor Parks are large, regional parks that anchor surrounding communities by offering diverse recreational opportunities and amenities.</p> <p>DPR’s Walk to a Park initiative focuses on increasing access to parks and open spaces, concentrating on areas of the city that are under-resourced and where residents are living farther than a walk to a park. The goal is for 85 percent of New Yorkers to live within walking distance to a park by 2030. DPR uses several approaches to achieve this goal, largely: expanding the Schoolyards to Playgrounds initiative; working with other agencies, such as NYCHA, to improve quality and accessibility of existing open space; and where possible, acquiring and developing property to create new parkland.</p> <p>In partnership with the Natural Areas Conservancy, DPR completed the official trail network maps for four additional parks in 2019. These parks are Van Cortlandt Park, Ocean Breeze Park, Raoul Wallenberg Park, and Cunningham Park.</p> |

Thriving Neighborhoods

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|--|
| TN.10.3 Support arts and culture in all communities | DCLA, LPC | In Progress / In Planning | <p>DCLA announced grants for cultural programming at 985 NYC nonprofits in Fiscal Year 2020. DCLA also supported the construction or renovation of cultural facilities and equipment purchases.</p> <p>DCLA worked to directly support cultural organizations. In the 2019-2020 academic year, more than 100 CUNY undergraduate students started paid internships with 45 cultural organizations as part of the CUNY Cultural Corps. DCLA also announced grants for 10 partnerships between NYC municipal agencies and nonprofit cultural organizations as part of the Mayor’s Grant for Cultural Impact in FY20. DCLA also announced grants to 36 nonprofit cultural organizations through the CreateNYC Language Access Fund supporting programming for audiences whose primary language is not English.</p> <p>DCLA selected the artist and design for two permanent commissions as part of the Monuments Initiative: one is by Amanda Williams and Olalekan Jeyifous to honor Congresswoman Shirley Chisolm at Prospect Park, and the other is by Vinnie Bagwell to replace the statue of Dr. J. Marion Sims at Central Park.</p> <p>LPC supported arts and cultural awareness through a number of new landmark designations. This includes six buildings associated with groups and individuals that helped move forward the LGBTQ civil rights movement by creating political and community support structures and bringing LGBTQ cultural expression into the public realm. It also includes five buildings in Tin Pan Alley, the city’s home of sheet music publishing in the 1900s that created unprecedented opportunities for Jewish and African-American artists to break into mainstream American music.</p> <p>LPC also created interactive story maps relevant to New York City’s history and culture. In December 2019, LPC launched the New York City and the Path to Freedom story map about the city’s important role in the effort to abolish slavery nationwide and assist those seeking to escape it, bringing greater awareness to the city’s abolitionist history. In April 2019, LPC released Fifty Years in the Greenwich Village Historic District, about the making of the district, including the preservation movement and the public process for designation; the architectural, social, and cultural significance of the district; and the artists, residents, and institutions that shaped its diverse history and culture.</p> |

Thriving Neighborhoods

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|--|--|--|
| <p>TN.10.4 Create and upgrade shared spaces to promote social cohesion and holistic service delivery</p> | <p>BPL, DOE, DOHMH, DPR, MOCJ, NYPL, QPL</p> | <p>In Progress / Partially Funded</p> | <p>The City continued to progress in promoting social cohesion and holistic service delivery via shared spaces. This includes working to build community through stewardship and volunteerism, to create new places for people to connect and access services, and to support libraries to meet the expanding needs of the communities they serve.</p> <p>In October 2019, the City Council approved MOCJ’s land use proposal for the construction of four borough-based facilities that allow the closure of the jails on Rikers Island. With a historically low bed capacity of 3,544 system-wide, the facilities will be closer to public transit and the courts, allowing for people to maintain family ties, access legal services, and have greater access to social services and community-based organizations. The plan for each new facility includes a ground floor community space whose use will be determined by working with City Council and surrounding neighborhoods. Nearby communities will also provide input on facility design and neighborhood integration.</p> <p>DPR GreenThumb’s ‘Help a Garden Grow’ volunteer program expanded to support 27 separate garden sites from April to December 2019, achieving the 2020 milestone a full year ahead of schedule and the 2021 milestone a full two years ahead of schedule. DPR established two new community gardens in 2019 as well, achieving this 2021 milestone a full two years ahead of schedule.</p> <p>At our libraries, the City partnered on a number of programs to serve the growing needs of surrounding communities. For example, in October 2019, events were held in all five boroughs as a part of Library Privacy Week, to help ensure that NYC residents can rely on public libraries for their questions about internet privacy and security. The City also advanced work to support legal and navigation immigration services in libraries and other neighborhood centers.</p> |
| <p>TN.10.3.6.4 NYC is committed to opening up streets for safe recreational events</p> | <p>DOT</p> | <p>In Progress / Partially Funded</p> | <p>DOT continued to study, evaluate, and test new treatments as well as identify methods to improve access, mobility, safety, and connectivity of el-spaces, which are the areas beneath and adjacent to elevated transportation infrastructure, including above-ground subways, bridges, and highways. DOT launched the El-Space Toolkit in February 2020, and staff continued the citywide inventory of el-spaces. At the close of this reporting period, the planning framework for the Bronx, Brooklyn, and Manhattan was 25 percent complete. Phase 3 pilot sites in Brooklyn and the Bronx were in the planning phases. The Staten Island site had been incorporated in the Bay Street capital project, which was in the scoping phase. The El-Space Planning Framework and Inventory continued, with all el-space mapping citywide 80 percent complete. EDC and DCP had dedicated staff members to work on identified priority areas.</p> |

Thriving Neighborhoods

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|--|
| TN.10.3.6.5 The City is investing in new street trees and other plantings, benches, wayfinding signs, and other amenities | DOT | In Progress / Partially Funded | DOT installed 95 wayfinding sign footings and 61 signs. DOT also installed approximately 75 CityBenches in 2019. DOT completed the initial two-year landscape maintenance contract and registered a new landscape maintenance contract for the Bronx in August 2019. Work continued along Grand Concourse Phases 1 and 2 (from 161st-171st Streets). DOT prepared to begin maintenance on Webster and Atlantic Avenue. DOT continued procurement for a new contract for maintenance in Brooklyn. DOT also worked with DDC to update soil and planting specifications and create a new plant establishment specification that is to be finalized. |
| TN.10.4.S.9.2 Community Preparedness 2. Continue and expand NYCEM's Community Emergency Response Teams (CERT) | NYCEM | In Progress / Funded | To improve volunteer retention and recruiting strategy, NYCEM's Community Emergency Response Team (CERT) program modified the existing training model to two classes at a time, from five previously. A total of 134 students successfully completed CERT basic training classes and joined teams throughout the city under this new model. Due to scheduling changes in 2018, a number of CERT Coastal Storm Operator certifications lapsed. There are 17 CERT volunteers who hold this certification. CERT volunteers continued to attend the quarterly Commodity Distribution Point training. |
| TN.10.4.2.12.14 Parks 14. Quantify the benefits of the city's ecosystems and green infrastructure | DPR | In Progress / Funded | DPR continued working with the University of Vermont (UVM) on the first iteration of Nature Stats, a comprehensive analysis of land cover and canopy change for 51 geographies (e.g., boroughs, park properties, council districts). UVM is analyzing all of these geographies against two datasets: Light Detection and Ranging (LiDAR) land cover data (e.g., grasslands, forest, impervious) and canopy change data. The final product will allow DPR to better analyze resources for management and planning purposes. |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|---|
| TN.11.1 Create design solutions for public safety through Neighborhood Activation | MOCJ | In Progress / Funded | MOCJ baselined annual space activation projects in Brownsville, Brooklyn that will be designed in a participatory process informed by neighborhood activation principles. The Mayor's Action Plan for Neighborhood Safety (MAP) also prepared a community playbook that provides interested New Yorkers with access to various neighborhood activation principles alongside strategies to engage City agencies to implement place-based projects. |
| TN.11.2 Involve residents in crime prevention using environmental design | MOCJ | In Progress / Partially Funded | The Mayor's Action Plan for Neighborhood Safety (MAP) remained committed to utilizing Crime Prevention Through Environmental Design (CPTED) techniques in the training and capacity building of stakeholder teams at the 15 developments. This training aims to inform the designs of place-based programs and projects on an annual basis at each of the 15 MAP sites. |

Thriving Neighborhoods

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|---|
| TN.11.3 Improve neighborhood cleanliness and safety | DMOPS | In Progress / Funded | The City continued to convene a multiagency task force focused on addressing quality-of-life issues. The City ran the Graffiti-Free NYC program, which provided no-cost graffiti removal for affected commercial, residential, and industrial properties throughout New York City. The Mayor's Action Plan for Neighborhood Safety continued to work on safety infrastructure and shared stewardship of physical space. |
| TN.11.4.2.12.4 Parks 4. Expand the City's greenstreets plan, including for Jamaica Bay | DPR | In Progress / Funded | DPR's contracting team excavated the stormwater capture areas at the Brighton Beach greenstreets and continued constructing the drainage structures and pipe connections beneath the street. |

TN.12 Promote place-based community planning and strategies

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|---|
| TN.12.1 Create tools and resources to support place-based planning | DCP | Completed / Budget Neutral | In February 2019, DCP launched a website update and has engaged with residents and stakeholders through an online interactive website to create another way to receive feedback. In August 2019, DCP introduced an improved digital platform for community boards to formally submit their annual needs and budget requests to the City. The tool, "Community District Priorities," offers easier access to relevant City data to help community boards make a stronger case for their requests. In December 2019, DCP released an update to its Facilities Database, which included enhancements to enable more frequent updates and improve data quality. |
| TN.12.1.4.1B Maximize the use of available financing tools that assist the commercial components of mixed-use projects to support vibrant mixed-use neighborhoods. | SBS | In Progress / Funded | SBS continued to identify, develop, and launch commercial revitalization projects in partnership with local stakeholders through its Neighborhood 360° program. The fourth cohort of Neighborhood 360° began in June 2019 and finished their neighborhood revitalization projects in March 2020. |
| TN.12.4.S.17.10 Brooklyn-Queens Waterfront 10. Create and implement a revitalization strategy for targeted retail and community spaces within Red Hook Houses | NYCHA | In Progress / Funded | NYCHA completed the renovation of a former retail building to bring it back into use. NYCHA's work was completed, and stores began the process of fitting each space for their use. With two stores being used as construction management offices. |
| TN.12.4.S.21.9 South Queens 9. Develop a revitalization strategy for the Beach 108th Street corridor | DOT | In Progress / Funded | DOT completed the design phase for the Beach 108th Street corridor. At the close of this reporting period, the construction procurement phase was ongoing. |

Thriving Neighborhoods

TN.12 Promote place-based community planning and strategies

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|--|
| TN.12.4.S.21.11 South Queens 11. Develop a commercial revitalization strategy for Far Rockaway, potentially involving repositioning of City- and MTA-controlled sites | EDC | In Progress / Funded | EDC closed financing for a new, 224-unit mixed use redevelopment project at Beach 21st Street in December 2019. |
| TN.12.4.S.18.15 Southern Brooklyn 15. Support area recovery through the rebuilding and expansion of the entertainment district | EDC | In Progress / Funded | EDC made progress to expand the amusement area at Coney Island, and final design approval was received for the development of additional rides and entertainment in this expanded area. EDC completed construction of the Ford Amphitheater, the New York Aquarium Ocean Wonders: Sharks! Exhibit, and the Thunderbolt roller coaster. EDC continued to provide support for programming, marketing, and district improvements. |

Healthy Lives

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|---|
| HL.13.1 Guarantee health care for all New Yorkers | H+H | In Progress / Funded | Over the year, the City made strides in guaranteeing universal health care access with NYC Care, which provides reliable and affordable care to thousands of New Yorkers who are ineligible for health insurance — including undocumented New Yorkers and those who cannot afford insurance. H+H launched NYC Care in the Bronx, Brooklyn, and Staten Island. In its first four months in the Bronx alone, NYC Care enrolled more than 10,000 members, all of whom were offered a primary care appointment within the first two weeks of enrolling. |
| HL.13.2 Improve and modernize primary and specialty health care delivery | H+H | In Progress / Funded | H+H continued to grow and bring in new patients at the two new health centers, Bedford (Brooklyn) and Vanderbilt (Staten Island). H+H also completed the rollout of electronic medical records (EMRs) across the entire system. The new system helps clinicians deliver safe and efficient care by connecting hospitals, emergency rooms, primary and specialty outpatient services, and the health system’s home care agency into one unified medical records and finance information system. It also provides patients with easy access to their records through a secure patient portal. |
| HL.13.2.4.4 Co-located and integrated behavioral healthcare in primary care through the integrated Collaborative Care model | DOHMH, H+H | In Progress / Partially Funded | H+H continued to expand the Collaborative Care program, which integrates behavioral health into primary care, to pediatrics and adolescents. As of the close of this reporting period, six hospitals were providing Collaborative Care to adolescents: Bellevue, Lincoln, Gouverneur, Harlem, Kings County, and, most recently, Metropolitan. At the end of 2018, 1,096 individuals were actively enrolled in the adult Collaborative Care program at H+H. All sites have also integrated anxiety treatment into their Collaborative Care programs, expanding access to care for patients suffering from anxiety disorders. H+H also welcomed the year three cohort of the Mental Health Service Corps (MHSC) to the system. As of the close of this reporting period, there were a total of 26 MHSC members contributing to the integration of behavioral health into primary care at 13 acute and Gotham Health facilities in adult, pediatrics/adolescent, and specialty clinics, such as geriatrics and HIV. |
| HL.13.2.4.3 Create at least 16 Health Clinics in primary care shortage areas | EDC, H+H | In Progress / Funded | In 2019, H+H opened or expanded services at seven health centers in the Bronx, Brooklyn, Queens, and Staten Island: Crown Heights, East Tremont Clinic, Bushwick Communicare, Junction Community Health Center, Brownsville Community Health Center, Bedford Clinic, and Vanderbilt Clinic. As of the close of this reporting period, two additional health centers were under construction in Queens, the APICHA Community Health Center in Jackson Heights and the Charles B. Wang Community Health Center in Flushing. |
| HL.13.2.4.2B Ensure critical hospital services are fully functioning in the face of increased demand, weather disasters, and aging infrastructure | H+H | In Progress / Funded | H+H completed the security and weatherizing infrastructure upgrades at Coler Skilled Nursing Facility, as well as the basement lighting project at Coney Island Hospital. The relocation of the heating, ventilation, and air conditioning (HVAC) air handling unit at Bellevue Hospital also progressed on schedule. |

Healthy Lives

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| HL.13.4.S.8.2 Healthcare 2. Require the retrofitting of existing hospitals in the 500-year floodplain | H+H, MOR | In Progress / Partially Funded | <p>Metropolitan Hospital's Floodwall Design Development documents were completed, and the construction manager was selected.</p> <p>Construction continued on Coney Island Hospital's CSS Building and Perimeter Flood Protection renovations. The site was steel topped off in March, and flood wall sheathing was 75% complete. Concrete slabs have been poured up to the 5th of ten floors. Metal stud framing was completed on the 2nd and 3rd floors. Duct work was completed on the 2nd floor, and 50% of the 3rd floor curtain wall was in fabrication. As of the close of the reporting period, 30 of the 42 trades were bought out, representing 84% of the construction dollars.</p> <p>Bellevue Hospital's Community Wall Project Management was awarded to DDC. DDC continued to prepare the RFP for Design Services. H+H commenced coordination on the northern side of the site with Alexandria. At the close of this reporting period, FEMA's Project Work Sheet and Cost Benefit Analysis were being updated.</p> |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|---|
| HL.14.1 Reduce the leading causes of premature mortality | DOHMH, H+H | In Progress / Partially Funded | <p>To address hypertension, which contributes to premature death, DOHMH ran a Public Health Detailing campaign that improves health care workers ability to help at-risk patients identify and manage high blood pressure. DOHMH reached approximately 750 primary care sites, where nearly 2,700 one-on-one visits were conducted with health care providers and staff.</p> <p>DOHMH also recruited and trained 98 coaches from 32 organizations for the National Diabetes Prevention Program (DPP), which helps health care providers encourage patients to participate in evidence-based lifestyle changes to prevent or delay the onset of type 2 diabetes. DOHMH additionally trained 180 staff members at 24 clinical organizations to refer eligible participants to the DPP.</p> <p>Over the year, DOHMH also made progress expanding Medication Therapy Management (MTM) programs, through which pharmacists provide patient services including medication therapy review, management of personal medication records, and development of medication-related action plans. DOHMH recruited 56 pharmacies and 102 pharmacists for MTM programs and trained an additional 763 pharmacists on MTM through a citywide online training. DOHMH was able to enroll 344 Medicaid recipients into MTM through a grant, as Medicaid still does not cover MTM.</p> |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|---|
| HL.14.2 Ensure every New Yorker in need has access to mental health support | ThriveNYC | In Progress / Funded | <p>Over the year, ThriveNYC partnered with 12 City agencies to provide New Yorkers in need with access to mental health support. In FY2019, 173 public schools had access to ThriveNYC-funded on-site clinical mental health services.</p> <p>In FY2019, ThriveNYC partnered with DOHMH to provide 274,400 supportive connections through NYC Well, New York City’s behavioral health helpline. In FY2019, ThriveNYC also partnered with DOHMH and H+H to provide clinical services to 28,361 individuals through the Mental Health Service Corps.</p> <p>ThriveNYC continued to support the NYPD’s implementation of the Crime Victim Assistance Program, which provided support to 59,998 individuals to deal with the emotional, physical and financial aftermath of crime, violence or abuse in FY2019. ThriveNYC also continued to support Co-Response Teams, a partnership between DOHMH and NYPD. Co-Response Teams, which include two police officers and one clinician, engaged 681 individuals in FY2019.</p> |
| HL.14.3 End the opioid epidemic | DOHMH, H+H | In Progress / Funded | <p>DOHMH and H+H continued work to end the opioid epidemic by reducing overdose deaths, increasing reduction counseling, and addressing substance use treatment gaps. From April 2019 through the end of the year, DOHMH distributed more than 120,000 naloxone kits to registered Opioid Overdose Prevention Programs (OOPPs). OOPPs include high-priority settings such as substance use treatment programs, shelters, syringe service programs, multi-service community-based organizations, and other key settings. Since July 2019 through the end of the reporting period, more than 8,000 kits were distributed to H+H Correctional Health Services (CHS) for dispensing out of the Rikers Island Visitors Center and other borough detention facility visitors centers.</p> <p>DOHMH expanded the Relay program from eight to 13 hospitals, connecting people in the most vulnerable communities at high risk of overdose with trained peer advocates on risk reduction counseling. From April 2019 to April 2020, Relay launched in: NYU Langone – Brooklyn; NYU Langone – Tisch; Staten Island University – North Campus; and Staten Island University – South Campus. All H+H emergency departments (EDs) also had dedicated Substance Use Disorder peer advocates and social workers during the reporting period.</p> <p>Recognizing that health care providers can play a central role in addressing the epidemic of opioid misuse and overdose deaths, DOHMH conducted several Public Health Detailing campaigns, consisting of office-to-office educational outreach visits with physicians, physician assistants, and nurse practitioners on judicious opioid prescribing. Between April 2019 and January 2020, 870 providers were reached through Public Health Detailing and other outreach efforts.</p> <p>DOHMH held monthly buprenorphine prescriber trainings approximately around NYC. More than 1,900 prescribers had been trained as of the close of the reporting period. In addition, more than 500 H+H prescribers were trained to provide buprenorphine to combat the opioid crisis.</p> |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|------------------|--|--|
| HL.14.4 Reduce racial-ethnic inequities in both maternal mortality and infant mortality | DOHMH, H+H, NYPD | In Progress / Funded | <p>DOHMH made progress over the year to reduce racial and ethnic inequities related to childbirth. The Maternity Hospital Quality Improvement Network (MHQIN) was launched with 14 hospitals to collect information on severe maternal morbidity (SMM) to train providers on delivering respectful and trauma-informed care to persons of color during pregnancy, childbirth and postpartum, and to support hospitals to make systems' changes to improve birth outcomes. Pre-implementation assessments were completed for all 14 MHQIN hospitals to gain a better understanding of each hospital's capacity to implement the NYC Standards for Respectful Care at Birth. Half of the partner hospitals had on-boarded case abstractors to conduct SMM quality improvement case reviews. H+H completed six train-the-trainer educational sessions to key staff from all MHQIN facilities, with the goal of enabling each facility team to conduct ongoing simulation trainings to create learning goals, design scenarios, and evaluate the effect of change within their own staff.</p> <p>DOHMH implemented additional comprehensive training and coaching to address implicit racial bias within the context of trauma and resilience informed systems (TRIS). Through the end of the reporting period, MHQIN hospitals had sent 337 maternity personnel to TRIS 101 trainings to educate them on trauma informed care and cultural and linguistic competency to support the creation of facility-specific practices that mitigate institutional racism. Fourteen obstetrics/gynecology (OB/GYN) chairs from MHQIN hospitals had participated in at least one of two leadership engagement sessions.</p> <p>DOHMH also worked to implement a public awareness and education campaign related to chronic disease prevention and management and implementing the NYC Standards of Respectful Care at birth. More than 31,000 NYC Standards posters and brochures were distributed to hospitals, other clinical settings, community-based organizations, and Neighborhood Health Action Centers citywide. One of three partnering hospitals developed an action plan and strategies to build capacity to become doula friendly. DOHMH also continued working to develop a Public Health Detailing campaign to educate OB/GYN and family medicine doctors about the effect of chronic diseases on maternal health outcomes and the promotion of respectful maternity care.</p> <p>DOHMH also launched the Birth Justice Defenders group in the Bronx, the fifth and final borough to launch. Birth Justice Defenders are community members who are passionate about birth justice and helping pregnant persons in their communities navigate health institutions and self-advocate for respect and full bodily autonomy. In total, there were nearly 100 Birth Justice Defenders citywide as of the close of the reporting period.</p> |
| HL.14.2.2.2 Launch Neighborhood Health Hubs in neighborhoods with high health disparities | DOHMH | Completed / Call for Action | <p>The City completed its commitment to open Neighborhood Health Action Centers in Brownsville, East Harlem, and East Tremont. From opening in September 2016 through the close of the reporting period, the three action centers served over 135,000 visitors.</p> |

Healthy Lives

HL.15 Make healthy lifestyles easier in all neighborhoods

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|--|
| HL.15.1 Expand healthy food choices | DOHMH, MOFP | In Progress / Partially Funded | <p>MOFP and DOHMH made progress expanding nutritious, affordable food choices in underserved communities. More than \$370K of Health Bucks were distributed at farmers markets through the Supplemental Nutrition Assistance Program (SNAP) incentive program from May through December 2019. A fruit and vegetable incentive program was also launched at four supermarkets, where shoppers received one extra dollar to spend on eligible foods for every dollar spent in SNAP on eligible fruits, vegetables and beans. More than \$100K in incentives were distributed through the program from June 2019 to January 2020.</p> <p>Steps continued to be taken to improve the foods and beverages served by City government, such as through the Good Food Purchasing Program. MOFP, DOHMH, the Mayor’s Office for Economic Opportunity, and select City agencies worked together to conduct baseline assessments to better understand the current beef and processed meat landscape across agencies. The City outlined goals around the reduction of meat and the elimination of processed meat to agencies that purchase and serve food. Additionally, Meatless Mondays was in place during the reporting period in H+H, DOE, and DOC.</p> <p>DOHMH also collected feedback from the food and beverage industry on proposed categories and targets for sugar reduction and updated targets informed by this feedback. DOHMH also developed strategies to amplify the initiative to the industry and to the public health community.</p> |
| HL.15.2 Create a built environment that encourages physical activity, community building, and better mental health | DDC, DOHMH | In Progress / Partially Funded | <p>In order to support a built environment that encourages physical activity, community building, and better mental health, DOHMH continued researching the latest science and working collaboratively to update the City’s Active Design Guidelines. These guidelines will provide architects and urban designers with a manual of strategies for creating healthier buildings, streets, and urban spaces. To update the guidelines, DOHMH continued to convene City agency partners, designers, and other stakeholders in several workshops and strategy sessions to solicit input and feedback. DOHMH also continued to conduct extensive literature reviews and additional research to add to the evidence base.</p> <p>DOHMH contracted with the Center for Active Design to serve as a consultant to assist in the facilitation of past and upcoming workshops and engagement with stakeholders. DDC continued to review projects to ensure they adhere to the City’s Active Design Guidelines, and participated in the Center for Active Design workshops to help develop the next Guidelines update.</p> |
| HL.15.4.S.4.5 Economic Recovery 5. Continue to support the FRESH program to increase the number of full-line grocers in underserved neighborhoods | EDC | In Progress / Funded | <p>One additional supermarket project agreement closed in fiscal year 2019, and another four were approved for Food Retail Expansion to Support Health (FRESH) benefits.</p> |

Healthy Lives

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|---|
| HL.16.1 Reduce childhood exposure to lead | DOHMH | In Progress / Funded | <p>In June 2019, the Board of Health approved DOHMH’s proposed changes to Articles 11, 71, and 173 of the Health Code. These changes include lowering the environmental blood lead level (BLL) to 5 micrograms per deciliter (mcg/dL) or greater, lowering the action levels that define lead paint and lead in dust and specifying consumer products with unsafe lead content. These changes codified the changes introduced by the City Council and the Mayor’s Office.</p> |
| HL.16.2 Expand Heat-health Programming and Education | DOHMH, MOR | In Progress / Partially Funded | <p>DOHMH worked over the year to empower New Yorkers to take climate-smart adaptation measures, including by holding trainings on heat health safety. DOHMH conducted three trainings for home health aides and community health workers at each Neighborhood Health Action Center with approximately 22 attendees. DOHMH also worked with faith groups, including holding five trainings for faith leaders with about 50 houses of worship in attendance. DOHMH funded seven houses of worship to conduct home visit trainings for congregants and staff and to host a general heat health educational event.</p> <p>DOHMH also implemented year two of the “Be A Buddy” community resilience project and continued evaluation of the project. This includes launching a radio and newspaper media campaign to promote awareness of the risks of heat-related illness and ways to protect those with increased susceptibilities. DOHMH also continued to promote the Home Energy Assistance Program (HEAP), a federally funded program that helps low-income homeowners and renters pay for utility and heating bills. Promotional outlets include program partners, social media, Health Action Network advisories, press releases, and other communication outlets.</p> <p>DOHMH also participated in academic roundtables and continued to serve on the Strategy Committee for WE ACT’s Heat, Health, and Equity Initiative to promote policy changes around the U.S. energy system and extreme heat equity.</p> <p>Outdoor temperature sensor data from summer 2019 and three co-located weather stations were retrieved to be analyzed, along with concurrent indoor temperature measurements in 75 apartments and/or public libraries.</p> |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| HL.16.3 Advance equitable improvements in air quality | DCAS, DEP, DOHMH, DOT | In Progress / Funded | <p>DCAS continued to implement building retrofits and advance clean energy options where possible. The City is working towards its goals of reducing greenhouse gases by 40 percent by 2025 and 50 percent by 2030. By reducing greenhouse gas emissions, the pollution associated with emissions is also brought down resulting in positive public health benefits. Reductions in co-pollutants include PM2.5, which are microscopic particle pollutants that are hazardous to both the environment and human health. As of the close of the reporting period, 73 percent of the reductions in PM2.5 emissions from City building occurred in and benefitted Environmental Justice areas, where there has historically been greater exposure to pollution. Environmental Justice areas, as defined by New York City and New York State, are low-income communities where more than 24 percent of household incomes are below the poverty threshold, or a community with more than 51 percent minority population, located in the city.</p> <p>DEP expanded the enforcement of anti-idling laws and has launched a massive anti-idling campaign with iconic rocker Billy Idol to combat vehicle idling. Motor vehicles contribute 11 percent of local fine particulate pollution and 28 percent of nitrogen oxide pollution. In addition, DEP conducted extensive outreach with bus and school operators to ensure compliance with idling regulations. DEP also met with the cook stove working group over the last few months of 2019 and worked to draft a rule to regulate existing cook stoves.</p> <p>DOHMH began the technical development of an air quality data screening tool with collaborators, including by identifying input data sets and developing technical specifications.</p> |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|---|
| HL.16.4 Improve the quality of our waterways | DEP | In Progress / Funded | <p>To improve the quality of our waterways, DEP expanded the City’s green infrastructure program. In total, DEP constructed more than 4,500 green infrastructure assets, with 2019 being the largest construction year to date for the program. In 2020, DEP prepared to bid its first large-scale right-of-way project and continued to advance several more through design. DEP also selected a program administrator for its new private property incentive program, which expands the green infrastructure program further into the realm of private property. During Earth Week 2019, DEP launched a “Rain Garden Stewardship” program to partner with New Yorkers to keep the rain gardens beautiful and functional. The program kicked off with in-field training for four community groups. The Bluebelt program continued to expand as DEP is studying the feasibility of other Bluebelt installations beyond Staten Island.</p> <p>DEP continued to expand access to sewer infrastructure in underserved areas like Southeast Queens. By the end of 2019, 12 projects were completed totaling \$115 million, and another 11 projects were under construction. The updated Combined Sewer Overflow wet weather captured rate was 86% citywide as of the close of the reporting period.</p> <p>To implement water recirculation projects, DEP actively worked to conserve water and reduce flows to sewers and wastewater facilities. With the implementation of the Water Demand Management Plan, City agencies, universities, and private buildings continued retrofitting inefficient fixtures and finding novel ways to recover and reuse water resources. In 2019, the Brooklyn Botanic Garden, with support from DEP for a new pumping system, completed a stream corridor restoration project to enhance stormwater collection and reduce the Garden’s use of potable water from 22 million gallons to less than one million gallons per year. DEP also solicited its first round of applicants to the new Water Conservation and Reuse Grant Pilot Program and continued to implement a Water Challenge to Universities. DEP continued to work with its partners to develop innovative new projects, including a large water recirculation system in Central Park that will, for the first time, create a circular system to offset the use of potable water and reduce the overflow into a combined sewer that discharges to New York Harbor during heavy rain events.</p> |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|---|
| HL.16.5 Protect, restore and conserve the City's natural environment | DPR | In Progress / Funded | <p>As of January 2020, NYC Parks had planted more than 4,550 street trees in neighborhoods with the highest vulnerability to heat, on target to meet and exceed the 2021 goal. Additionally, NYC Parks progressed on meeting its goal to improve more than 250 acres of forested natural areas citywide annually, and this year, implemented the Forest Management Framework with funding from City Council.</p> <p>NYC Parks continued working with the University of Vermont on the first iteration of Nature Stats to produce a comprehensive analysis of land cover and canopy change for 51 geographies against two datasets: Light Detection and Ranging (LiDAR) land cover data (e.g., grasslands, forest, impervious) and canopy change data.</p> <p>NYC Parks continued finalizing both a Stream Restoration Needs Report and a Wetlands Management Framework. Separately, a draft NYC Freshwater Wetlands and Stream Map had been completed and was being field verified as of the close of the reporting period.</p> |
| HL.16.2.3.3A Reduce asthma triggers in the home | NYCHA | In Progress / Funded | <p>New roofs in NYCHA apartments can prevent leaks and mold, which can cause asthma and other respiratory illness. From April 2019 to April 2020, NYCHA replaced roofs at 25 buildings in Tranche 2 (for a total of 52 buildings) and 58 buildings in Tranche 3 (for a total and 60 buildings). Design was completed for Tranche 4 and is in various stages of awarding. Design for roofing replacement in Tranche 5 also continued. Additionally, the Mayoral Roofing Program accelerated to eight Tranches.</p> |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| HL.16.2.3.3C Reduce housing-related fall hazards for older adults | DOHMH | In Progress / Budget Neutral | <p>DOHMH continued to develop and embed trainings and educational activities around preventing older adult falls. DOHMH and DFTA also worked together to develop and programmatically embed a full-day, mandatory training for case managers at DFTA-contracted home care agencies. The four trainings in 2019 centered on falls prevention and how to work empathetically with clients to achieve improved health outcomes and safer environments.</p> <p>In an expansion of a partnership between DOHMH and HPD, a falls prevention module was developed and integrated into curricula for aging-in-place and healthy homes trainings. Trainings seek to educate multiple audiences, including building owners, building staff, supers, architects and designers. Eight of these DOHMH-HPD joint trainings took place in 2019.</p> <p>Additionally, DOHMH continued to be responsive to educational requests from the community in all five boroughs. Six community presentations took place in 2019. Falls prevention checklists and educational materials were also distributed heavily around Falls Prevention Awareness Day, a commemorative day of activities that takes place yearly on the first day of fall.</p> <p>DOHMH also produced a version of the Home Safety Checklist for the visually impaired, which was published online and promoted in early 2019.</p> |

Equity and Excellence in Education

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|--|
| EE.17.1 Ensure eligible children from birth to three years have access to developmental services | DOHMH | In Progress / Funded | In 2019, DOHMH exceeded goals regarding early intervention toolkit distribution and continued progress towards outreach. The City distributed more than 2,500 childcare toolkits, more than 1,000 clinician toolkits, and reached more than 4,000 individuals in its outreach effort. |
| EE.17.2 Expand 3-k for All to more than one-third of all school districts by end of 2020 school year | DOE | In Progress / Funded | In fall 2019, DOE successfully launched 3-K for All in six additional school districts (6, 8, 9, 19, 31, and 32), providing free, full-day pre-school for three-year-olds to a total of 12 districts this year. DOE decided to postpone the expansion of its 3K early education program next year in four school districts, including district 1 in Manhattan, district 12 in the Bronx, district 14 in Brooklyn, and district 29 in Queens. |
| EE.17.3 Offer home-based childcare providers | DOE | In Progress / Funded | DOE advanced work to solicit new networks to support home-based providers. |
| EE.17.4 Achieve universal literacy by second grade | DOE | In Progress / Funded | An evaluation of the Universal Literacy initiative found that it is leading to improved literacy skills for students and higher growth in reading comprehension. As part of the initiative, all elementary schools received literacy supports, principals underwent training, and information about students' reading levels was made accessible to parents online. The evaluation has demonstrated the early positive impact of this Administration's investment in reading coaches on student literacy. |
| EE.17.5 Offer free, full-day, high-quality Pre-K for every four-year-old | DOE | In Progress / Funded | <p>DOE continued to offer Pre-K for All to any four-year-old child in New York City. During the reporting period, 70,000 children were enrolled in prekindergarten, up from 19,000 children in 2013. Pre-K for All is proving to have an impact on academic performance and closing the achievement gap. A national assessment of Pre-K for All has proven the success of this program and shown Pre-K for All leads to positive outcomes for students.</p> <p>In addition, for the first time during the reporting period's school year, third graders who had participated in the City's pre-K program took State tests. According to 2019 State test scores, the White-Black and White-Hispanic achievement gaps were narrower for students who attended Pre-K for All compared to those who did not, illustrating the long term benefit of the program. Overall, third grade students who attended Pre-K for All outperformed students who did not attend Pre-K for All.</p> |

Equity and Excellence in Education

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| EE.17.2.1.2 Continue to focus on developing high-quality early childhood programs through teacher recruitment and training as well as through increased support for students whose native language is not English, students with disabilities, and students from high-need | DMSPI, DOE | In Progress / Funded | <p>The City successfully transferred EarlyLearn contracts from the Administration for Children’s Services to DOE, creating a more unified system of care and education for children from birth to five. DOE offered Pre-K to all 4-year-olds, 3-K to all 3-year-olds in select districts, and child care and Head Start services to eligible families throughout the city.</p> <p>DOE exceeded the target for expanding Pre-K dual language programs, with 107 programs at the start of the 2019-2020 school year throughout all five boroughs, more than triple the original 30 in 2015.</p> |
| EE.17.2.2.1 Implement key system-building initiatives to strengthen Community Schools | DOE | In Progress / Funded | <p>The Community Schools initiative expanded substantially and supported 267 schools and more than 135,000 students during the reporting period. A recent independent, three-year research report found that Community Schools significantly improve graduation rates and test scores while also reducing chronic absenteeism and disciplinary incidents.</p> <p>The Success Mentor program was strengthened. Students paired with a success mentor in the 2018-2019 school year gained an average of 12 days of school attendance.</p> <p>The DOE also designed and published the Assets and Needs Assessment, an open-source tool that can be used by any NYC school to shine a light on both assets to leverage and critical gaps in the school community.</p> |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|--|
| EE.18.1 Improve school facilities, particularly in high need districts | DOE | In Progress / Funded | <p>As of January 2020, the DOE had successfully installed air conditioning in 78 percent of classrooms, on the path to ensuring every classroom has air conditioning to support all students learning in a comfortable environment.</p> <p>SCA wrapped up its Five-Year FY2015-2019 Capital Plan and commenced the new FY2020-2024 Capital Plan. One of the three major categories within the FY2020-2024 Capital Plan is Capital Investment, which includes the Capital Improvement Program and School Enhancement Projects, which were established to adjust and improve the instructional capabilities of existing buildings.</p> |

Equity and Excellence in Education

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|---|
| EE.18.2 Improve college readiness by expanding algebra, AP, and Computer Science to every school by 2025 | DOE | In Progress / Funded | <p>AP for All met its initial benchmark of 75 percent of high school students having access to at least five Advanced Placement (AP) classes in fall 2018.</p> <p>Computer Science for All reached more than 163,000 students last year, a record high and a 72 percent increase in students receiving computer science education since the initiative launched in 2015-16. Through this work, students continued building critical skills and applying what they are learning to be better prepared for college, careers, and life.</p> |
| EE.18.3 Expand College Access for All | DOE | In Progress / Funded | <p>Last year, College Access for All – Middle School expanded to support every DOE middle school in New York City with a 7th grade class, for a total of 517 schools serving 68,000 7th grade students. DOE's College Access for All middle school program will merge with the high school initiative at this time. DOE is evaluating and working through this adjustment and redesign of program delivery.</p> |
| EE.18.4 Ensure students in temporary housing receive the support and services they need to succeed | DOE | In Progress / Funded | <p>In order to expand support for students in temporary housing (STH), DOE hired and placed additional Bridging the Gap social workers, bringing the total to 100. Training for all field-based staff positions was expanded, including hosting three full-day convenings for all staff in promising practices. DOE revised busing regulations in order to commit to providing busing for all K-6th grade students living in shelters.</p> <p>The City also provided an innovation award to develop a shelter-based implementation of the New Visions data tool for attendance improvement, access to transportation supports, and joint training opportunities between DOE and DHS. All STH nurses were hired and were in place. Last school year, the vision program provided services to 49 STH schools and 26,764 students.</p> |
| EE.18.1.2.4 Increase post-secondary attainment by promoting high-school graduation, college matriculation and degree completion | DOE | In Progress / Funded | <p>Training and outreach to schools on Equity and Excellence for All initiatives continued, with more than 97 percent of schools with at least one trained staff member. As a result of the investments in Equity and Excellence, the city achieved a record high graduation rate at 76 percent and the highest-ever postsecondary enrollment rate at 59 percent.</p> |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|--|
| EE.19.1 Support the Critically Conscious Educators Rising Series | DOE | In Progress / Funded | <p>DOE co-hosted a two-day Decolonizing Education conference in June with more than 700 participants and 120 presenters. Additionally, at the end of the previous school year, there were 539 CCER participants.</p> |

Equity and Excellence in Education

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|--|
| EE.19.2 Expand implicit bias training for City Teachers | DOE | In Progress / Partially Funded | Last year, approximately 22,000 staff attended implicit bias training. During the reporting period's school year, an additional 20,000 staff attended trainings as of February 2020. |
| EE.19.3 Advance the diversity grants program | DOE | In Progress / Funded | In June 2019, five additional districts were announced as part of this program to create diversity plans (Districts 9, 13, 16, 28, and 31). Over the summer of the reporting period, districts began informational engagement and stakeholder mapping. The City continued working with WXY as a consultant to facilitate the planning process in some districts. |
| EE.19.4 Provide students with greater access to restorative justice | DOE | In Progress / Partially Funded | In June 2019, DOE announced its Resilient Kids, Safer Schools framework, which included the expansion of restorative practices to NYC students, a revision to the school discipline code, and explicit Social Emotional Learning (SEL) instruction across elementary schools. |
| EE.19.5 Ensure inclusion for students of all gender identities and sexual orientations | DOE | In Progress / Funded | There were 224 student-led diversity clubs in 208 schools as part of DOE's anti-bullying efforts as of the close of the reporting period. |

LC.20 Achieve carbon neutrality and 100% clean electricity

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|--|
| LC.20.1 Ensure 100 percent clean electricity resources | MOS | In Progress / Partially Funded | <p>NYC is committed to achieving its commitment to 100 percent clean electricity by 2040. In February 2020, the City expanded its commitments to clean electricity, announcing new investments at the South Brooklyn Marine Terminal to develop the offshore wind industry; a commitment to secure an agreement to bring Canadian hydropower to New York City; and a commitment to double solar power in the city and launch a new Solar Accelerator program. In June 2019, the New York State Energy Research and Development Authority (NYSERDA) announced the first phase of awards for offshore wind development, which included 816 megawatts (MW) of energy to be connected into NYC. In October 2019, FDNY finalized rules for outdoor lithium-ion energy storage installations.</p> |
| LC.20.2 Pursue deep cuts in emissions and gains in efficiency across all buildings | MOS | In Progress / Partially Funded | <p>In April 2019, NYC passed the Climate Mobilization Act (CMA). Since then, Local Law 92 and Local Law 94 went into effect, requiring all new buildings or buildings doing major roof renovations to have green roofs or install solar, and the City has made progress implementing the world-leading building emissions mandates (Local Law 97), requiring buildings above 25,000 square feet to limit their greenhouse gas emissions starting in 2024. To help building and home owners comply with the local laws and also pay for energy efficiency and clean energy upgrades, the City launched a NYC Accelerator program and enabled Property Assessed Clean Energy (PACE) financing. In February 2020, the City enacted the 2020 NYC Energy Conservation Code, to go into effect in May 2020. This updated energy code provides a new benchmark of sustainability and energy efficiency for all construction in the five boroughs.</p> |

LC.20 Achieve carbon neutrality and 100% clean electricity

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|---|
| LC.20.3 Promote sustainable transportation options | DOT, MOS | In Progress / Partially Funded | <p>In May 2019, the City announced the replacement of 2,200 gas-powered, on-road fleet vehicles with plug-in electric models, exceeding the 2025 electric vehicle (EV) goal six years ahead of schedule. And so, in February 2020, the Mayor signed Executive Order 53 to expand our commitments to electric vehicles and to replace or convert thousands of cars, trucks, and buses to operate on electric power. By 2040, the entire City fleet —every garbage truck, every ferry, every ambulance, and every police cruiser — will be 100 percent electric. DOT continued to make progress to install additional fast charging stations and level 2 stations. Over the year, DOT continued to work with Con Edison to finalize the sites for the curbside level 2 EV charging project. The City also continued to work on site selection for 80 public chargers.</p> <p>Over the year, the City worked on the first Clean Fleet Transition Plan. The City also continued to work on the Clean Truck Program. Over the year, DOT also worked closely with DOHMH and other agency partners to initiate a study on vehicle pollution.</p> <p>In November 2019, Mayor de Blasio signed Local Law 199 of 2019 requiring the establishment of Commercial Waste Zones, a significant reform of the private waste hauling industry. With Commercial Waste Zones, routes will be confined to zone boundaries, dramatically reducing truck traffic. The reform will remove 18 million miles of truck traffic from city streets every year, giving all city neighborhoods safer streets, cleaner air, and quieter nights.</p> <p>In December 2019, DOT launched a commercial cargo bike pilot program with UPS, DHL, and Amazon in a commitment to expand sustainable and efficient transportation modes of freight delivery. This pilot is intended to encourage the use of low- or no-emission vehicles for last-mile freight delivery. Over the year, the feasibility of green loading zones also continued to be explored to support expansion of DOT's sustainable freight policies and initiatives.</p> |

LC.20 Achieve carbon neutrality and 100% clean electricity

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|--|
| LC.20.4 Adopt Zero Waste management strategies citywide | DSNY | In Progress / Partially Funded | <p>In July 2019, DSNY began enforcing the City’s ban on foam food service products and packing peanuts. Businesses in New York City cannot sell, distribute, or use single-use foam items, such as foam takeout containers, cups, packing peanuts, plates, bowls, and trays.</p> <p>The New York State law prohibiting businesses in the state from distributing plastic carryout bags to customers went into effect in March 2020, with enforcement delayed to later in 2020. In addition, businesses in New York City will be required to charge a five-cent fee for each paper carryout bag. As of the close of the reporting period, the City had distributed more than 800,000 reusable bags since 2016.</p> <p>Over the reporting period, DSNY continued to offer organics collection service to more than 3.5 million New Yorkers, diverting more than 46,000 tons of food and yard waste to create compost and renewable energy.</p> <p>Over the reporting period, New Yorkers continued to make use of DSNY’s textile and e-waste recycling programs, including SAFE events, convenient curbside collection and ecycleNYC. Since April 2019, DSNY expanded curbside e-waste collection service to include all of Brooklyn, Queens, and the Bronx, and reached a milestone of 100,000 e-waste items collected via the program.</p> <p>In spring 2019, DSNY expanded the donateNYC program to include a food donation portal, matching businesses with excess food with eligible recipients to support and enhance the City’s food rescue infrastructure. DSNY also hosted the first ever NYCxReuse summit, focused on highlighting opportunities for donation, recovery, and reuse via our non-profit partners.</p> <p>DSNY also launched a new Zero Waste Building Maintenance Training program to help building maintenance staff run outstanding recycling programs. Through a combination of classroom instruction, field trips, and practical activities, participants learn proper recycling procedures, develop skills to troubleshoot common recycling issues, and leave the course ready to make use of DSNY apartment programs and teach others about recycling.</p> |

LC.20 Achieve carbon neutrality and 100% clean electricity

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|--|---------------|--|---|
| <p>LC.20.5 Support every New Yorker in the shift to sustainable living</p> | <p>MOS</p> | <p>In Progress / Partially Funded</p> | <p>This year, the City made progress towards adopting more sustainable consumption practices in municipal government operations. In February 2020, the Mayor signed an executive order eliminating the City’s purchase of single-use plastic beverage bottles and the sale of single-use plastic beverage bottles on City-owned or leased property, in favor of reusable options. In April 2019, the Mayor signed an executive order to end the direct City purchase of unnecessary single-use plastic foodware in favor of compostable or recyclable alternatives. The City also continued to support measures that would extend these reductions citywide.</p> <p>To support awareness and adoption of these efforts, MOS developed and executed targeted content marketing across GreenNYC public outreach channels to provide regular and varied tips and resources for ways New Yorkers can reduce their waste and carbon footprint. This year, and building upon past successful partnerships, GreenNYC developed a partnership with REI and Natural Areas Conservancy to champion and create meaningful ways for New Yorkers to spend more time outside and care for nature. The campaign and partnership was informed by research showing that time spent in nature leads to a greater adoption of sustainable habits.</p> <p>In an effort to raise awareness around the start of the statewide plastic bag ban, MOS and DSNY collaborated to develop and launch the third phase of the Bring It campaign, which included citywide ads on bus shelters, LinkNYC ads, and targeted social media. The campaign also provided New Yorkers with free reusable bags and bottles to make the reusable switch as easy as possible.</p> |
| <p>LC.20.4.S.6.9 Utilities 9. Work with industry partners, New York State, and regulators to strengthen New York City’s power supply</p> | <p>MOR</p> | <p>In Progress / Budget Neutral</p> | <p>The Climate Change Vulnerability Study was completed in December 2019. Through the 2019 Con Edison rate case, the City successfully advocated for Con Edison to take the results of the Climate Change Vulnerability Study and turn them into an implementation plan to protect their electric, gas, and steam systems from the impacts of climate change. Also through the 2019 Con Edison rate case, the City successfully advocated for ongoing reliability and technology improvements to their networks, with Con Edison agreeing to deploy temperature and rainfall sensors at various substation sites across the city.</p> <p>In February 2020, the Mayor signed an Executive Order with a statement of administration policy against the addition of infrastructure that expands the supply of fossil fuels in NYC.</p> |

Livable Climate

LC.20 Achieve carbon neutrality and 100% clean electricity

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|--|
| LC.20.3.2.1C Expand community composting opportunities in all five boroughs | DSNY | Completed / Funded | This past year, DSNY expanded the number of food-scrap drop off sites to 162 citywide, available in all five boroughs. |
| LC.20.3.1.1F Achieve net-zero energy at in-city wastewater treatment plants by 2050 | DEP | In Progress / Partially Funded | This year, DEP kicked off the Energy and Carbon Neutrality Plan to develop the pathway for the agency to meet energy and carbon neutrality goals, as well as Zero Waste goals. |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|----------------------|--|--|
| <p>LC.21.1 Mitigate physical risks posed by climate change by delivering critical projects</p> | <p>DPR, EDC, MOR</p> | <p>In Progress / Funded</p> | <p>The City has made significant progress to advance key resiliency projects that address flooding and extreme heat. Two wetlands restoration projects were completed in 2019 in Broad Channel, Queens and Saw Mill Creek, Staten Island. These newly restored area will reduce wave and wind impacts during storms and provide rich wildlife habitats. Additionally, the CoolRoofs NYC program – which improves occupant thermal comfort, reduces ambient temperatures, and lowers energy costs by applying a white, reflective coating to roofs – had coated over ten million square feet of rooftops as of April 2020.</p> <p>In February 2019, the U.S. Army Corps of Engineers (USACE), New York State, and New York City executed the Project Partnership Agreement for the Staten Island Coastal Storm Risk Reduction Project, locking in critical funding. In February 2020, USACE, New York State, and New York City executed the Project Partnership Agreement for the Rockaways – Atlantic Shorefront and Rockaways – Back Bay projects. USACE plans to start construction for the Atlantic Shorefront project in fall 2020. As of the close of this reporting period, the Back Bay project was in the preliminary design phase.</p> <p>The City also worked to advance design of key portions of the Lower Manhattan Coastal Resiliency (LMCR) Strategy, which consists of several adjacent projects that will reduce flood risk from coastal storms and sea level rise. Design work and community engagement began on The Battery Resiliency Project, including an analysis of existing conditions. For the Brooklyn Bridge to Montgomery Coastal Resiliency Project, the City advanced conceptual design through the Public Design Commission (PDC), and approximately 75 percent of the design work had been completed as of the close of the reporting period.</p> <p>For the Battery Park City South Resiliency project, the Battery Park City Authority advanced conceptual design through PDC, and approximately 50 percent of the design work had been completed as of April. Several other Battery Park City Authority projects continued to move ahead. And for the Financial District and Seaport Climate Resilience Master Plan, the City procured a consultant team, initiated a study of existing conditions, and assembled multiple working groups consisting of community leaders, local elected officials and technical expert. Additionally, consultants were brought on board for the Red Hook Coastal Resiliency Project, and design began in September 2019.</p> <p>DPR continued their work on both a Stream Restoration Needs Report and a Wetlands Management Framework.</p> |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| LC.21.2 Empower New Yorkers to take climate-smart adaptation measures | MOR, NYCEM, SBS | In Progress / Funded | <p>Over the year, the City helped empower New Yorkers to take climate-smart adaptation measures. The City held a variety of trainings on heat health safety for home health aides and community health workers. This includes one home health aide and community health worker training at East Harlem Neighborhood Health Action Center with approximately 22 attendees and five trainings for faith leaders with about 50 houses of worship in attendance. The City also partnered with seven houses of worship to conduct a home visit training for congregants and staff and to host general heat health educational events. The City also implemented the second year of the “Be A Buddy” community resilience project and has continued evaluation of project. And SBS trained 65 New Yorkers who participated in the Cool Roofs initiative. The City also launched a radio and newspaper media campaign to promote risks of heat-related illness and ways to protect those with increased susceptibilities.</p> <p>NYCEM released an updated Community Preparedness Toolkit to educate the public on how to prepare and respond to an emergency; the updated toolkit now includes a mitigation component. In 2019, the Community Preparedness Team conducted three Community Preparedness Boot Camps. The boot camps were a two-day training that supported community networks with their emergency planning efforts and took them through the steps they can take to connect to NYCEM during a major emergency. Brooklyn Community Board 5, the Southern Brooklyn Community Organizations Active in Disaster (COAD), and South Bronx Community Board 3 participated in boot camps in 2019. The Community Preparedness Team also conducted webinars for community leaders on winter, hurricane, and extreme heat preparedness. These webinars were attended by more than 100 community members. The Ready NY program, NYCEM’s public education campaign, conducted 853 emergency preparedness events in communities across the city, and trained more than 78,000 New Yorkers in emergency preparedness.</p> |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|--|
| <p>LC.21.3 Develop policies and governance structures to support climate resiliency and adaptation</p> | <p>MOR</p> | <p>In Progress / In Planning</p> | <p>The City continued to refine the Climate Resiliency Design Guidelines (CRDG) and work with agencies on implementation. Over the year, the City convened an interagency working group to explore pathways towards broader CRDG application in advance of a potential mandate. Meanwhile, City agencies continued to pilot implementation of the guidelines, and DDC began screening all projects using the CRDG while DEP began implementing the CRDG into their standard operating procedures. The City also began the process of updating the CRDG to Version 4, using lessons learned from implementation of Version 3 to strengthen the application of the guidelines to precipitation and heat related hazards. The City also developed a document on coastal protection lessons learned to inform the development of the Coastal Protection Design Guidelines.</p> <p>The City also continued to advocate for legislation, regulations, and policies that support climate adaptation and resilience. The City continued to work with bi-partisan members of Congress to reform the National Flood Insurance Program (NFIP) to ensure affordability and expand mitigation options and also collaborated with state officials to highlight the importance of funding urban resiliency projects through Governor Cuomo's Mother Nature Bond Act.</p> <p>The City also continued to explore waterfront management structures for improved consistent asset management and maintenance.</p> |
| <p>LC.21.4 Use the best available science to inform a multi-hazard approach to climate adaptation</p> | <p>MOR</p> | <p>In Progress / Funded</p> | <p>The City recognizes that to be truly resilient, all policies and actions must be grounded in the best available science. Over the reporting period, the City appointed a leadership team of scientists and experts to the New York City Panel on Climate Change (NPCC), and collected 81 nominations for new Panel members. The City reviewed the nominations in anticipation of the June announcement of the 20 members of the fourth NPCC.</p> <p>Also during the year, MOR, DEP, and NYCEM made progress on precipitation-driven flood mapping to map areas of the city most vulnerable to extreme rain events, and how the anticipated effects of climate change may affect flood risk from extreme rain. As part of this effort, the City aims to develop a mitigation plan and toolbox of strategies to best respond to flash flood events in these areas.</p> <p>In fall 2019, MOR launched the development of a new citywide Climate Adaptation Roadmap to identify the greatest climate-related threats facing New York City, and recommend climate adaptation measures. This strategic planning process aims to develop a new multi-hazard evaluation of climate impacts on the city, using best-available climate models for extreme heat, sea level rise, extreme precipitation, and coastal storms. Through this process, MOR launched a citywide agency advisory group and stakeholder advisory groups, as well as began to catalog resiliency strategies (existing and recommended) from City, community, and third-party-led plans.</p> |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|--|
| LC.21.4.1.2A Invest in emergency shelter sites to accommodate New Yorkers with disabilities and retrofit shelters to have accessible entrances, restrooms, and other aspects of universal design | NYCEM | In Progress / Funded | NYCEM conducted 124 surveys at facilities used as emergency shelters. A total of 72 had been fully remediated for accessibility as of the end of the reporting period. Additional amenities to accommodate people with disabilities were added to the stockpile, including items such as accessible cots, canes, walkers, manual wheelchairs, and accessible signage. There were enough sets of amenities in the stockpile to accommodate 105 shelters. |
| LC.21.4.S.1.5 Climate Analysis 5. Explore improved approaches for mapping future flood risks, incorporating sea level rise | MOR | In Progress / Budget Neutral | The City hired a project manager and convened a steering committee and body of technical advisors. |
| LC.21.4.S.1.1 Climate Analysis 1. Work with FEMA to develop new FEMA FIRMs for New York City | MOR | In Progress / Funded | The City participated in five Federal Emergency Management Agency (FEMA) Coastal Advisory Panel meetings and reviewed five Intermediate Data Submissions on topics including extratropical storm validation, digital elevation modeling, setting tropical storm parameters, and hydrodynamic wave modeling. |
| LC.21.4.S.2.4 Coastal Protection 4. Install armor stone shoreline protection (revetments) in Coney Island | EDC, MOR | In Progress / Funded | The City kicked off design, completed phase 1 site investigations, and began outreach to property owners along the project alignment. |
| LC.21.4.S.2.33 Coastal Protection 33. Evaluate strategies to fund wetland restoration and explore the feasibility of wetland mitigation banking structures | EDC | In Progress / Funded | Phase 1 of the Restoration of Saw Mill Creek Pilot Wetland Mitigation Bank was successfully completed in October 2019. Credits sold from Phase 1 of Saw Mill Creek have been used to establish a fund to implement Saw Mill Creek Phase II and subsequent wetland restorations. |
| LC.21.4.S.1.2 Climate Analysis 2. Work with FEMA to improve the communication of current flood risks | MOR | In Progress / Funded | Over the year, MOR continued to work on increasing Flood Insurance/Flood Risk awareness by 1) working across City agencies to provide residents with key information about their flood risk and flood insurance requirements; 2) developing new messaging/materials through coordination with behavioral science professionals, and hosting flood insurance workshops in each borough through a grant from Federal Emergency Management Agency (FEMA); 3) supporting FloodHelpNY, the City's tools for flood risk and flood insurance resources; and 4) partnering and collaborating with FEMA to communicate information about flood risk/flood insurance to NYC residents. |
| LC.21.4.S.2.5 Coastal Protection 5. Install armor stone shoreline protection (revetments) on Staten Island | DPR, MOR | In Progress / Partially Funded | The City continued to work with the Governor's Office of Storm Recovery toward the completion of 90 percent design documents. The City also continued to work with New York State and the U.S. Army Corps of Engineers (USACE) for project permitting. |
| LC.21.4.S.2.6 Coastal Protection 6. Raise bulkheads in low-lying neighborhoods across the city to minimize inland tidal flooding | EDC, MOR | In Progress / Funded | The City completed design at Old Howard Beach and advanced design at Travis Ave, Mayberry, and Mott Basin. |

Livable Climate

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| LC.21.4.S.2.32 Coastal Protection 32. Evaluate the city's vulnerability to drainage pipe flooding and identify appropriate solutions to minimize those risks | MOR | In Progress / Budget Neutral | Over the year, the City continued to evaluate interior drainage improvements related to coastal protection projects concurrent with the design of these projects. |
| LC.21.4.S.5.2 Insurance 2. Develop FEMA-endorsed flood protection standards and certifications for existing urban buildings | MOR | In Progress / Call for Action | The City continued to advocate for mitigation credits for actions other than elevation, which have been included in the House and Senate National Flood Insurance Program reform bills. |
| LC.21.4.S.20.8 East and South Shores of Staten Island 8. Explore expansion of the City's mitigation banking pilot as a funding mechanism to facilitate the construction of the Mid-Island and South Shore Bluebelts | EDC | In Progress / Funded | Phase 1 of the Restoration of Saw Mill Creek Pilot Wetland Mitigation Bank was successfully completed in October 2019. Credits sold from Phase 1 of Saw Mill Creek have been used to establish a fund to implement Saw Mill Creek Phase II as well as other wetland restoration projects. |
| LC.21.4.S.2.12 Coastal Protection 12. Design and construct a protection system for the community of Breezy Point | DDC, MOR | In Progress / Funded | A town hall was held in fall 2019 for the Breezy Point Coastal Resiliency Project, where DDC and the consultant team presented the 30 percent project design updates to the Breezy Point community. In February 2020, DDC submitted 60 percent design for state and federal review. In addition, DDC presented the project to Queens Community Board 14 (CB14) and submitted to the Public Design Commission (PDC) in March of 2020 for review. The environmental assessment continued. |
| LC.21.4.S.5.4 Insurance 4. Call on FEMA to develop mitigation credits for resiliency measures | MOR | In Progress / Call for Action | The City continued to advocate for mitigation credits for actions other than elevation, which have been included in the House and Senate National Flood Insurance Program reform bills. |
| LC.21.4.S.17.4 Brooklyn-Queens Waterfront 4. Support private investments that reduce flood risk along Newtown Creek | SBS | Completed / Funded | As of March 2020, SBS provided 560 on-site risk assessments to business that were impacted by Superstorm Sandy. |
| LC.21.4.S.2.11 Coastal Protection 11. Continue to work with the USACE to complete existing studies of the Rockaway Peninsula and implement coastal protection projects | DPR | In Progress / Funded | The City worked with the U.S. Army Corps of Engineers (USACE) to complete their final feasibility report. The City also continued to coordinate with USACE as they moved to begin construction on the first phase of the beach project, and as they advanced design work for the bayside projects. |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
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| LC.21.4.S.5.5 Insurance 5. Study approaches for New York City to join FEMA's Community Rating System (CRS) program | MOR | Reconsidered / Budget Neutral | The size of NYC's floodplain, the diversity of building typologies, and site constraints pose challenges to participating in FEMA's Community Rating System (CRS) program. For these reasons, the City has prioritized its focus on other opportunities to ensure that flood insurance remains affordable and accessible to all New Yorkers living in the city's floodplain. For example, FloodHelpNY.org, which is operated in partnership with the Center for New York City Neighborhoods (CNYCN), offered comprehensive resources for property owners seeking to learn more about flood risks and opportunities to maintain affordable flood insurance premiums. |
| LC.21.4.S.2.14 Coastal Protection 14. Call on and work with the USACE to study and install wetlands for wave attenuation in Howard Beach | DPR | Completed / | DPR continued to assist the USACE in their review of the Feasibility Study for the Spring Creek Salt Marsh Restoration, providing guidance and oversight of the planned restoration. DPR also completed forest restoration and designs for both low-elevation coastal flood and upland stormwater runoff management. In addition, DPR initiated the construction of the ecological restoration project in Sunset Cove Park. |
| LC.21.4.S.5.8 Insurance 8. Call on New York State to improve policyholder awareness at the point of sale or renewal | MOR | In Progress / Call for Action | The City continued to advocate for the strengthening of disclosure laws in the State. |
| LC.21.4.S.2.15 Coastal Protection 15. Call on and work with the USACE to study and install living shorelines for wave attenuation in Tottenville | DPR | Superseded / Partially Funded | DPR continued to work with the Governor's Office of Storm Recovery toward the completion of 90 percent design on the Shoreline Protection Plan. The City also continued to coordinate with New York State and the U.S. Army Corps of Engineers as the Living Breakwaters Project moved from design to construction phase. Note: the Living Breakwaters Project is led by the State; this initiative will be superseded by LC.21.4.S.2.5 moving forward. |
| LC.21.4.S.2.19 Coastal Protection 19. Implement the Hunts Point Energy Resiliency Pilot Project | EDC | In Progress / Funded | Over the year, the City advanced design of a tri-generation facility, to provide resilient energy at the Hunts Point Food Distribution Center. |
| LC.21.4.S.2.21 Coastal Protection 21. Implement the East Side Coastal Resiliency Project | DDC | In Progress / Funded | The City completed the design phase and the Uniform Land Use Review Procedure (ULURP) application, and City Council approval was also completed. The Final Environmental Impact Statement was also completed, and the joint permit application was submitted for final approval. |

Livable Climate

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

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| LC.21.4.S.19.3 Southern Manhattan 3. Construct physical enhancements to Water Street | EDC | In Progress / Funded | EDC issued an invitation for bids for a construction contractor. |
| LC.21.4.S.2.23 Coastal Protection 23. Install an integrated flood protection system in Red Hook | DDC, MOR | In Progress / Funded | The City received Federal Emergency Management Agency (FEMA) approval, procured and contracted design consultants, initiated the design phase, and completed data collection. |
| LC.21.4.S.2.24 Coastal Protection 24. Continue to work with the USACE to complete existing studies on Staten Island and implement coastal protection projects | DPR | In Progress / Funded | The City worked with the U.S. Army Corp of Engineers (USACE) to reach 30 percent design for the majority of the project. The City provided USACE with all permits and Rights of Entry necessary for USACE to design the project and acquire needed private properties. |
| LC.21.4.S.18.5 Southern Brooklyn 5. Develop an implementation plan and preliminary designs for new Coney Island Creek wetlands and tidal barrier | EDC | In Progress / Funded | Design kicked off this year for a project to mitigate the impacts of sea level rise along Coney Island Creek. Site investigations and outreach to private property owners along the creek was also initiated. |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|-----------------|--|--|
| LC.22.1 Grow the green economy with good-paying jobs and a skilled workforce | EDC, SBS, WKDEV | In Progress / Partially Funded | <p>This year, the City announced major investments in the offshore wind industry and plans to double solar power produced in New York City, creating thousands of new green jobs and bringing clean power into our city's energy mix.</p> <p>This City continued to advance workforce programs. The Office of Workforce Development and SBS partnered on pre-apprenticeship training programs and enrolled more than 100 New Yorkers, with direct entry into the trades.</p> |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|----------------------|--|--|
| LC.22.2 Invest in a carbon neutral and climate resilient future | NYC Pension Trustees | In Progress / Funded | <p>This year, the City released a new Notice of Search to select public markets investment managers to help double the City’s pension investments in climate solutions to more than \$4 billion by 2021, and invest in companies that generate revenue from climate mitigation, adaption, and resiliency such as renewable energy, energy efficiency, green buildings and electric vehicle energy storage. As of the end of June 2019, the market value of the City’s investments in climate solutions was \$2.9 billion.</p> <p>The City also began working with the Center for Sustainable Business at New York University’s Stern School of Business on a two-year initiative, Invest NYC SDG, to spur private sector engagement and investment in projects that advance the United Nations Sustainable Development Goals (UN SDGs). The NYU Stern initiative aims to identify investable projects, and work with financiers, corporate partners, civil society, and public policy-makers to achieve the UN SDGs and create a roadmap for other cities around the world.</p> |
| LC.22.1.3.3PlaNYC.3 Increase the sustainability of City-financed and public housing | EDC, HPD, NYCHA | In Progress / Funded | <p>This year, HPD completed 10 passive house projects, including Casa Pasiva - a nine building, 146 unit high-performance retrofit. HPD also submitted 55 projects for Enterprise Green Communities certification and eight projects through LEED. In addition, 13 buildings were completed through HPD’s Green Housing Preservation Program and were required to reduce energy use by at least 20 percent.</p> <p>Through NYCHA’s sustainability programs, the first Commercial Solar Lease Agreement was signed for two megawatts (MW) of energy. Combined, NYCHA had awarded 12 MW as of April toward meeting the U.S. Department of Housing and Urban Development (HUD) Renew300 commitment of 25 MW by 2025. NYCHA and DEP completed designs for 15 green infrastructure projects to mitigate combined sewer overflows and planned for construction kick-off. NYCHA also began developing a volunteer training and education program that promotes stewardship of vegetative green infrastructure through clean up as well as planting days and programing at Edenwald, Seth Low, and Bronx River Houses. NYCHA received a Federal Emergency Management Agency (FEMA) Advanced Assistance Flooding Risk Reduction Project Grant to develop a project proposal for a water square at the Clinton Houses in East Harlem. The project, which is part of a larger East Harlem resiliency plan, serves as a place-making tool for the larger community while reducing the effects of flooding along the 106th Street corridor.</p> <p>Through NYCHA’s energy programs, LED upgrades of apartment and common-area lighting were completed as part of the \$104.5 million Ameresco B Energy Performance Contract, serving 14,863 apartments in 13 developments. And under the Sandy A Energy Performance Contract, an additional 11,683 apartments in 18 developments were served. In the 2019-2020 program year, construction under the Weatherization Assistance Program served 726 apartments in eight developments. NYCHA also issued task orders to four recently procured Energy Service Companies to begin energy audits for future energy performance contracts.</p> |

Livable Climate

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|--|
| LC.22.4.S.5.1 Insurance 1. Support Federal efforts to address affordability issues related to reform of the NFIP | MOR | In Progress / Funded | This year, the City continued to actively advocate on affordability issues related to the National Flood Insurance Program (NFIP), and as a result the City's platform was included in the House and Senate NFIP reform bills. |

LC.23 Fight for climate accountability and justice

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|----------------------|--|---|
| LC.23.1 Pursue the City's lawsuit against the five largest investor-owned fossil fuel companies | CPP, LAW | In Progress / Funded | The City's tort lawsuit against the five largest investor-owned fossil fuel companies was dismissed in the Southern District of New York in July 2018. The City appealed the decision to the Second Circuit and oral argument was held on November 22, 2019. At the close of this reporting period, the City continued to await a decision from the Second Circuit panel and will consider next steps in the litigation accordingly, once the appellate court issues a determination. |
| LC.23.2 Divest the City's pension funds of all fossil fuel reserve owners | NYC Pension Trustees | In Progress / Budget Neutral | In January 2020, the City announced the selection of Meketa and Blackrock as advisers to evaluate options and recommend divestment actions to inform the development of a comprehensive and prudent divestment strategy to preserve the retirement funds of City employees and address climate change risks, consistent with fiduciary duty. With the award of these contracts, the City pension funds are on track to have actionable plans to divest from fossil fuel reserve owners by late 2020. The expectation is that the pension fund boards will be able to adopt a plan and begin execution in 2021. |
| LC.23.3 Advocate for robust regulation of greenhouse gas emissions | CPP, LAW | In Progress / Funded | The Law Department actively participated in multiple lawsuits in coalitions with other cities and states challenging federal rollbacks to greenhouse gas emission regulations. This included litigation challenging vehicle emission standards rollbacks, the Affordable Clean Energy Rule and rollback of standards for power plant emissions, and the failure to promulgate or update national energy efficiency standards for various consumer appliances. |
| LC.23.4 Partner with global cities to foster climate accountability and climate justice | CPP | In Progress / Budget Neutral | Throughout the year, the City continued to deepen partnerships and climate network engagements with C40, 100 Resilient Cities, Climate Mayors, Carbon Neutral Cities Alliance, and others. Over the year, the City expanded the C40 Divest/Invest Forum to include 14 global cities. The City also published a Divest/Invest toolkit with C40 to support cities in committing to and delivering Divest/Invest action. In September 2019, the City supported NYC Climate Week in collaboration with local and international partners across the public, non-profit, and private sectors. And in March 2020, the City hosted an online Divest/Invest Forum workshop with five cities participating. |

Efficient Mobility

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|------------------------------------|--|---|
| EM.24.1 Modernize the subway system and improve affordability and accessibility | DCP, HRA, IGA, Mayor's Office, MTA | In Progress / Funded | <p>As part of the City's efforts to improve affordability of the transit system, HRA enrolled a total of 97,925 New Yorkers in the Fair Fares program as of the end of 2019.</p> <p>Over the year, the City continued to support the MTA's Utica Avenue Transit Improvement Study to evaluate options for improved transit on the corridor, including bus, light rail, and subway.</p> <p>DCP continued to collaborate with the MTA and the City Council to advance changes to zoning regulations that promote coordination of new development with subway accessibility improvements.</p> |
| EM.24.2 Improve bus network performance by expanding bus priority citywide | DOT, IGA, MTA, NYPD | In Progress / Partially Funded | <p>The Better Buses Action Plan, released in April 2019, outlined the City's approach to accelerate efforts to make buses faster and more reliable. Following its release, DOT worked toward implementing bus priority projects in all five boroughs. In these locations, immediate results were seen, with speed increases of greater than 25 percent in several project locations. During the reporting period, DOT undertook bold initiatives like the Transit & Truck Priority pilot on 14th Street, and continued advancing the full range of measures put forth in the Better Buses Action Plan, including those required of the MTA.</p> <p>From April 2019 to February 2020, DOT implemented Transit Signal Priority (TSP) at 322 intersections, increasing the citywide total by a quarter. DOT also installed 10 miles of bus lanes and improved five miles of bus lanes in 2019. On portions of Archer Ave between 153rd St and 160th St, DOT piloted a protected bus lane by installing tuff curb with flexible delineators and rubber speed bumps, serving more than 100,000 daily riders on 21 bus routes. In addition, 22 separate bus projects were implemented during 2019, meeting annual bus mileage and other targets, and resulting in observed speed improvements.</p> <p>The NYPD focused on summoning illegally parked vehicles that obstruct bus lanes and bus stops and frequently conferred with MTA to determine which routes are in need of enforcement.</p> |
| EM.24.3 Provide New Yorkers with more transit options | EDC, IGA | In Progress / Partially Funded | <p>Progress continued on the Environmental Impact Statements for all new ferry landings and associated capital projects.</p> <p>Progress continued on barge fabrication. The St. George, Coney Island, and Ferry Point Park landings and upgrades at DUMBO and South Williamsburg also progressed. All vessels required to support expansion were ordered for delivery before route launches.</p> <p>The upgrade at Hunters Point South was undergoing a revised design based on in-water site conditions. Homeport II was also undergoing a timeline revision.</p> |

Efficient Mobility

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|---|
| EM.25.1 Implement the Vision Zero Action Plan | DOT | In Progress / Partially Funded | <p>From April 2019 to December 2019, DOT installed 671 leading pedestrian intervals (LPis), installed one Barnes Dance (which devotes the intersection exclusively to pedestrians during a traffic signal cycle), and implemented 107 safety engineering improvements at Vision Zero Priority Locations.</p> <p>DOT's Safety Education and Outreach team continued to serve more than 125 Senior Centers over the year and targeted their outreach to the locations with the highest number of injuries sustained by older New Yorkers. In order to better understand the causes and location of crashes, DOT continued to conduct a senior safety study.</p> <p>DOT modified signal timing for 25 mph for a total of 82.25 miles which cover 1,140 signalized intersections along priority corridors.</p> <p>DOT continued to work with NYPD to deploy the Street Teams program on priority corridors, offering on-street education that engaged directly with drivers and other road users in their neighborhoods. After a week of outreach, NYPD followed up with a week of enforcement.</p> |
| EM.25.2 Transform dangerous arterial roads into Vision Zero Great Streets | DOT | In Progress / Funded | <p>As of the close of this reporting period, 4th Avenue Phase 1 construction was awaiting National Environmental Policy Act (NEPA) approval and the start date was on hold for that review.</p> <p>Construction continued on the Atlantic Ave Phase 1, and the design continued to be finalized for Atlantic Ave Phase 2.</p> <p>Grand Concourse Phase 3 completed construction. Phase 4 construction and Phase 5 design began in fall 2019.</p> |

Efficient Mobility

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|----------------|--|--|
| EM.25.3 Reduce fatalities and serious injuries involving fleets managed or regulated by City agencies | BIC, DCAS, TLC | In Progress / Partially Funded | <p>More than 55 percent of all trucks that need side guard installs were completed. The Vision Zero Side Guard Incentive Program continued to offer funding to some eligible applicants to help equip their fleets with side guards.</p> <p>DOT and DCAS jointly published the "I See You" safety video for truck drivers.</p> <p>Local Law 198 of 2019 was signed by the Mayor in November 2019, which gives BIC greater authority to establish and enforce safety standards in the trade waste hauling industry. BIC began the process of promulgating safety rules.</p> <p>BIC increased the frequency of joint enforcement operations with NYPD to better enforce traffic safety regulations and otherwise improve safety as it relates to trade waste trucks.</p> <p>BIC continued to host the quarterly Interagency Collision Review Panel, attended by the NYPD, DSNY, DOT, and DCAS, to examine past fatal crashes.</p> <p>The entire fleet under TLC's purview was outfitted with telematics, and TLC worked to update and solely use CRASH for all collisions associated with the fleet.</p> |

Efficient Mobility

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|---|
| EM.25.4 Expand and increase connectivity of the bike network | DOT | In Progress / Partially Funded | <p>DOT continued to coordinate closely with partners at NYC Parks on their feasibility study for the Eastern Queens Greenway and prepared to kickoff outreach to local community stakeholders.</p> <p>In Manhattan, DOT installed a two-way, parking-protected bike lane on Dyckman Street, between Broadway and Nagle Ave, a critical greenway connection between Harlem River and the Hudson River. EDC began construction on the East Midtown Greenway; the project will add pedestrian space, bicycle lanes, and new park space along the waterfront in midtown from 53rd to 61st streets. NYC Parks continued construction on two projects that will contribute to the Manhattan Waterfront Greenway in upper Manhattan, Colonel Young Playground and Harlem River Park.</p> <p>Construction also progressed along several segments of the Brooklyn Waterfront Greenway, including Kent Ave South, Flushing Ave, West St, and 2nd Ave/Wakeman Pl.</p> <p>In 2019, DOT implemented 72.4 lane miles of bike facilities, including 21.4 lane miles of protected bike facilities. In addition, DOT implemented 37.5 lane miles of bike facilities in the 10 identified Priority Bicycle Districts (areas of significant bicycle ridership) since 2017, including 22.8 miles in 2019 alone.</p> <p>Dockless bike share pilots in Staten Island, the Bronx, and Queens concluded in December 2019 after a year and a half long demonstration.</p> <p>Since April 2019 Citi Bike added 85 new stations in Bushwick and Ridgewood. DOT continued to plan for bike share expansions into other areas of the city.</p> |

Efficient Mobility

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|--|
| EM.25.5 Enhance walkability and accessibility | DOT | In Progress / Partially Funded | <p>Accessibility was enhanced at 28 bus stops in 2019.</p> <p>As part of efforts to upgrade the iRide app, DOT released a request for proposals for the design and installation of high-contrast tactile maps and beacon technology at major transit hubs. Upon further consideration of advances in technology to improve transportation accessibility, and in the wake of an unresponsive bid to the iRide RFP, DOT decided to explore other options for future innovations.</p> <p>DOT implemented a shared street and seasonal street in Lower Manhattan in 2019 and continued to explore neighborhood and corridor-wide projects to prioritize pedestrians. The Rockefeller Center temporary holiday pedestrian expansion improved pedestrian conditions substantially around Rockefeller Center, with the expanded sidewalks on 5th Avenue being used by more than 33,000 pedestrians in the peak hour – an increase of approximately 60 percent from the counts collected in 2018. The expanded sidewalks were critical, as about 35 percent of this volume was using the expanded space.</p> <p>DOT installed 153 Accessible Pedestrian Signals (APS) intersections between April 2019 and February 2020. The Pedestrian Ramp Program began in July 2017, and since then through the close of the reporting period, DOT upgraded 14,141 corners (excluding new installations).</p> |

Efficient Mobility

EM.26 Reduce congestion and emissions

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------------------|--|--|
| EM.26.1 Manage vehicle demand on city streets | DOT, DSNY, IGA, NYPD, TLC | In Progress / Partially Funded | <p>The MTA continued to move forward with planning for Central Business District (CBD) tolling. The City continued to work with the MTA on the design of system infrastructure that will be installed on city streets and bridges, the legislatively mandated traffic, parking, and evaluation studies, and securing federal approval for the project.</p> <p>DOT commenced evaluating the results of the carshare pilot and prepared to develop recommendations regarding a permanent program. DOT also continued to work toward hiring and training a placard enforcement unit.</p> <p>The Parking Improvement Program (PIP) continued to grow. Preliminary evaluation of the late 2018 PIP, applying curbside management interventions near/on Austin St in Forest Hills, showed increases in unique users at the curb, decreases in truck loading times, and reduction in vehicles staying over six hours. The PIP program continued to expand with a pilot project implemented in Bed-Stuy, Brooklyn. Progress continued on draft plans for PIPs in Bayside, Queens and 8th Avenue in Manhattan, as well as for another potential PIP for Madison Ave in Manhattan. Data-based interventions supporting commercial access and safety continued to be the primary focus.</p> <p>DOT continued research and discussions with private industry on how sensor and camera approaches could work in NYC. In February 2020, DOT sponsored an industry day with leading parking industry vendors to explore potential pilot testing and deployment opportunities more deeply.</p> <p>TLC implemented rules in January 2019 to increase the number of wheelchair accessible vehicles in the for-hire vehicle (FHV) sector. Bases were required to either send a certain percentage of their trips to wheelchair accessible vehicles (WAVs), or partner with an approved Accessible Vehicle Dispatcher to service WAV requests. All FHV bases licensed by the TLC were still required to provide equivalent service to wheelchair-using passengers. The TLC released its first compliance report in September 2019.</p> <p>Citywide Accessible Dispatch continued to provide service throughout the five boroughs using yellow and green wheelchair-accessible taxis. The TLC continued to monitor passenger wait times, driver incentives, and vehicle availability to ensure high-quality service is available throughout the city.</p> <p>The MTA continued to use medallion taxis, streethail liveries (SHLs), and for-hire-vehicles (FHVs) in its Access-A-Ride (AAR) program as a part of the enhanced-broker service and the on-demand e-hail pilot. TLC continued to work with the MTA to expand high-quality, accessible for-hire transportation services throughout New York City. TLC continued to monitor increases in for-hire-vehicle trips dispatched to wheelchair accessible vehicles.</p> |

Efficient Mobility

EM.26 Reduce congestion and emissions

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|----------------------|--|--|
| EM.26.2 Develop a citywide network of electric charging infrastructure | City Leg, DOT, MOS | In Progress / Partially Funded | <p>MOS continued to explore avenues to introduce electric vehicle (EV) readiness legislation.</p> <p>Over the reporting period, DOT continued to work with Con Edison to finalize the sites for the curbside level 2 EV charging project. Site selection continued for 80 level 2 public charging ports.</p> |
| EM.26.3 Reduce the City's fleet and lower emissions | DCAS | In Progress / Funded | <p>In January 2020, the Mayor issued an Executive Order to have all on-road vehicles in the fleet be fully plug-in electric by 2040 – including every garbage truck, ferry, ambulance, and police cruiser.</p> <p>DCAS established contracts for electric vehicle (EV) fast chargers, electrical work, and multiple electric vehicles including sedans, crossovers, SUVs, and mini-vans. The City operated more than 2,200 EV units as of the close of the reporting period. DCAS had 87 solar carports and more than 650 chargers.</p> <p>Over the year, the City worked on developing the first Clean Fleet Transition Plan.</p> |
| EM.26.4 Incentivize commercial and fleet vehicles to reduce emissions | DOT, DSNY, MOS, NYPD | In Progress / Partially Funded | <p>In November 2019, Mayor de Blasio signed Local Law 199 of 2019 requiring the establishment of Commercial Waste Zones, a significant reform of the private waste hauling industry. With Commercial Waste Zones, routes will be confined to zone boundaries, dramatically reducing truck traffic. The reform will remove 18 million miles of truck traffic from city streets every year, giving all city neighborhoods safer streets, cleaner air, and quieter nights.</p> <p>In December 2019, DOT launched a commercial cargo bike pilot program with UPS, DHL, and Amazon in a commitment to expand sustainable and efficient transportation modes of freight delivery. This pilot is intended to encourage the use of low or no-emission vehicles for last-mile freight delivery. DOT continued to explore the feasibility of green loading zones (GLZ) to support expansion of DOT's sustainable freight policies and initiatives.</p> <p>DOT continued to work closely with DOHMH and other agency partners to initiate a study on vehicle pollution.</p> |

Efficient Mobility

EM.27 Strengthen connections to the region and the world

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|--|
| EM.27.1 Expand regional transportation connectivity and capacity | DCP, DOT, IGA | In Progress / Call for Action | <p>The City continued to advance cooperative engagement with the Port Authority regarding the PA Bus Terminal reconstruction, which is undergoing Environmental Review. DOT borough and planning staff identified key projects in the vicinity of this project and sought to advance City priorities through effective participation. This includes many Street Improvement Projects that could improve walking, cycling, and transit use, intermodal travel, and better manage goods movements.</p> <p>DOT was similarly engaged in supporting opportunities to advance the Gateway and Penn Station initiatives. DOT was represented on the governing council and key committees of the regional Metropolitan Planning Organization, NYMTC, and participated in various regional dialogues of senior transportation officials. DOT met one-on-one with representatives of neighboring jurisdictions to discuss cooperation on shared mobility, access to transit, Vision Zero, and cross-border project impact management.</p> <p>DCP convened with regional partners in May and October 2019 to advance related projects.</p> |
| EM.27.2 Modernize New York City's freight transportation network | DOT, EDC, IGA | In Progress / Partially Funded | <p>In April 2019, DOT announced the expansion of the Off Hours Delivery (OHD) program and added dedicated staff to support a sustainable program expansion. DOT also executed a digital and print advertising campaign to grow the program reach. Between April and December 2019, DOT added approximately 200 OHD locations, primarily within the OHD focus areas, south of 59th St in Manhattan and downtown Brooklyn.</p> <p>Responses to the Hunts Point Marine Terminal request for proposals and Clean Trucks request for expressions of interest were received, and evaluation commenced.</p> <p>Barging operations study for the regional North Atlantic Marine Highway Alliance commenced.</p> <p>Negotiation commenced with Long Island Rail Road and New York & Atlantic Railway to construct rail transload sites at multiple city locations.</p> |

Efficient Mobility

EM.27 Strengthen connections to the region and the world

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------|--|--|
| EM.27.3 Improve the sustainability and efficiency of air travel | EDC, IGA | In Progress / Budget Neutral | <p>At JFK airport, a new terminal for Delta Airlines opened and new Foreign Trade Zone (FTZ) operators were activated in 2019. Terminal Eight expansion started in January and an Environmental Assessment Statement was released for a JFK Redevelopment Program.</p> <p>Issues at a new cargo warehouse, associated with the relocation of a DEP sewer line, were resolved.</p> <p>In 2019, EDC and the Port Authority of New York and New Jersey promoted JFK at various trade show and industry events such as Air Cargo 2019 and the JFK Air Cargo Association Expo.</p> <p>The New Delta Terminal at LGA opened in October 2019.</p> |

Modern Infrastructure

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---|--|---|
| MI.28.1 Plan for capital investments holistically and collaboratively | DCP, DDC, DEP, DOT, Mayor's Office, SCA | In Progress / Funded | <p>Over the year, the City continued to anticipate the needs of each neighborhood to develop forward-thinking plans for our economy and population. City agencies fostered better, more collaborative capital planning through coordinated infrastructure investments and data-driven insights. Through the neighborhood planning efforts, capital infrastructure needs identified by community members and agencies, such as street improvements and new parks, were more holistically incorporated into the City's budget and construction process. Additionally, agencies planned for future infrastructure needs with data analysis that helped to identify areas where new housing units are anticipated.</p> <p>Under DDC's Strategic Blueprint, the agency created a new Advanced Capital Planning Unit that manages a front-end planning process to ensure all of the agency's projects have clear scopes and that all necessary elements have been addressed. The agency also began piloting Building Assessment Surveys to better help sponsoring agencies plan their long-term capital budget needs.</p> <p>DOE and the School Construction Authority (SCA) annually undertake a comprehensive assessment of the utilization of existing facilities and the projected demand for public school education to ensure the most critical issues are addressed first. Through SCA's Capacity Program for 2015-2019, 24,789 seats for students were constructed or in process.</p> <p>SCA developed enhanced metrics for determining seat need. In addition to examining birthrates, enrollment trends, as well as inflow and outflow in districts, the SCA changed how it uses the housing multiplier to look at new district-specific housing development data.</p> <p>In 2019, DOT resurfaced 1,321 lane miles of roads to improve the state of repair of the street network. Additionally, as part of the development of the benefit cost framework, DOT continued to conduct a study to determine the economic value of pedestrian plazas and streetscape improvements.</p> |

Modern Infrastructure

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|-----------------------|--|--|
| <p>MI.28.2 Upgrade City infrastructure to continuously deliver high-quality services to New Yorkers</p> | <p>DEP, DOT, DSNY</p> | <p>In Progress / Partially Funded</p> | <p>Over the year, the City continued to invest in the core infrastructure necessary for delivering essential urban services, such as collecting refuse, providing clean water, treating wastewater, and maintaining the streets.</p> <p>The City continued to take steps to ensure high quality drinking water for decades to come. At Hillview Reservoir, DEP continued planning for the construction of two new buildings to house the equipment for chemical treatment to the water supply. In compliance with consent order milestones, the Facility Plan Report was completed in July 2019. At Ashokan Reservoir, DEP continued planning for the reconstruction of more than five miles of dams and a roadway bridge. DEP also continued planning for an upgrade of the flow control elements that deliver water to the Catskill Aqueduct and to modernize the control and monitoring systems. During 2019, a notice to proceed was issued for the remaining two engineering contracts. A draft Facility Plan for the reconstruction of the Ashokan Headworks was produced. Reservoir routing continued and locations for the replacement bridge were advanced.</p> <p>At the Hunts Point Wastewater Resource Recovery Facility (WRRF), the design of four concrete cast-in-place, silo-shaped sludge digester tanks with 3.2 million gallons capacity reached 95 percent completion. The new digester facilities will potentially allow for up to 85 wet tons per day of food waste in the future. At the North River WRRF, structural repairs were completed to the stair tower in November 2019 and an underwater assessment of the facility’s structure and drainage systems were completed.</p> <p>DSNY completed Phase 1 of construction at the Staten Island Compost Facility in September 2018, and initiated Phase 2, which includes installation of an aerated static pile compost system.</p> <p>Substantial completion of Brooklyn Bridge 6A was completed by DOT in August 2019. Manhattan Bridge construction continued, with removal and replacement of the tower globes beginning in 2019. The Queensboro Bridge saw a temporary shielding installed above the lower roadway during 2019. The Grand Street Bridge design contract was registered in June 2019, and the Williamsburg Bridge design approval process continued to move forward. The Mayor’s Expert Panel released their recommendations for the Brooklyn-Queens Expressway rehabilitation project at the end of January. DOT reviewed these recommendations and continued to talk with state and federal partners since their action and coordination is required for this project.</p> |

Modern Infrastructure

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|-----------------|--|---|
| MI.28.3 Spur improvements to utility distribution and transmission networks | MOS | In Progress / Partially Funded | <p>The Con Edison Climate Change Vulnerability Study was completed in December 2019. Through the 2019 Con Edison rate case, the City successfully advocated for Con Edison to act on the results of the Climate Change Vulnerability Study and develop an implementation plan to protect their electric, gas, and steam systems from the impacts of climate change. Also through the 2019 Con Edison rate case, the City successfully advocated for ongoing reliability and technology improvements to their networks, with Con Edison agreeing to deploy temperature and rainfall sensors at various substation sites across the city.</p> |
| MI.28.4 Invest in innovative and resilient transportation networks | DOT, MOS | In Progress / Partially Funded | <p>In February 2020, Mayor de Blasio signed Executive Order 53, requiring all on-road vehicles in the City's fleet to be plug-in electric by 2040.</p> <p>The City continued to work on developing fast-charging sites for electric vehicles. DOT continued to work with Con Edison to finalize the sites for the curbside level 2 electric vehicle (EV) charging project.</p> |
| MI.28.5 Establish a Citywide Enterprise Risk Management Task Force | CPP, LAW, NYCEM | In Progress / Call for Action | <p>The City began the process to form an Enterprise Risk Management (ERM) Task Force and to identify next steps. NYCEM convened a meeting with CPP and a vendor to discuss establishing an ERM Task Force. The Law Department's Risk Management Unit also convened preliminary meetings comprised of representatives from Law Department executive leadership, NYCEM, OMB, MODA, MOPD, DOI, DOT, and Family Court to identify areas for further exploration and potential projects for the group moving forward.</p> |

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| <p>MI.28.6 Invest in public health infrastructure to be able to withstand infectious disease</p> | <p>DOHMH, H +H, NYCEM</p> | <p>In Progress / Funded</p> | <p>Strategies, procedures and policies from the DOHMH pandemic plan were employed for the response to the 2019 novel coronavirus, including the distribution of supplies from the Strategic National Stockpile, surveillance and epidemiology, communication with healthcare partners and non-pharmaceutical interventions such as isolation and quarantine. The agency will review and refine these strategies based on lessons learned during this response. DOHMH convened a Pandemic Influenza Workgroup (PIW) to further plan and develop protocols; the workgroup was temporarily suspended during the coronavirus response. Additionally, the agency had been developing a non-pharmaceutical intervention decision matrix based on the Centers for Disease Control and Prevention (CDC)'s community mitigation guidance and adapted to the NYC environment. Lessons learned from the current 2019 novel coronavirus response will be captured in an after-action report and corrective actions will be leveraged to support further planning efforts.</p> <p>DOHMH's infectious disease and pandemic planning experts worked to identify and address gaps that required input from interagency partners, including NYCEM, NYPD, and the New York State Department of Health. Areas of focus included: coordinated decision-making within the Public Health Emergency Command Element and citywide response frameworks, healthcare system surge, data collection and reporting, community engagement, and public messaging. During the 2019 novel coronavirus response, the agency continued to provide public health recommendations to NYCEM and other city agencies, as appropriate.</p> <p>DOHMH continued to work closely with healthcare partners to plan for emergencies. Between October and November 2019, DOHMH conducted 52 mystery patient drills in emergency departments. All 911-receiving hospitals who participate in the Hospital Preparedness Program (HPP) had one drill using a Middle East Respiratory Syndrome (MERS) scenario. In addition, about 100 frontline emergency department staff at 15 independent hospitals completed a 30-minute, web-based, training module on how to identify, isolate, and inform. Participants were largely in leadership roles that would support an infectious disease response. The development of this training was vetted by an external healthcare partner advisory group and training materials were distributed to the healthcare network leadership to inform their annual frontline staff training programs that are conducted as part of the HPP-Ebola program.</p> <p>DOHMH surveillance staff worked with a consultant to draft a strategic plan for updating the electronic surveillance system with new features including interoperability with external providers' electronic health records. An aim of these activities is to inform a series of projects to improve and/or replace components of the surveillance technology infrastructure. In particular, the importance of electronic case reporting (ECR) technology became especially pronounced with the advent of point of care testing for COVID-19. These data were not regularly received by the agency, which relies heavily on electronic laboratory reporting. To collect this data during the COVID response, existing systems were retrofitted so that providers could manually enter results. This solution was neither efficient nor sustainable. Fortunately, the agency had already started receiving and conducting quality assessment on live patient data for ECR reports for diseases. DOHMH, in collaboration with the CDC, the American Public Health Laboratory Association, and the Council for State and Territorial Epidemiologists, began developing a strategy to include COVID data via ECR.</p> <p>DOHMH also worked heavily with the regional health information organizations (RHIOs), which aggregate electronic health record data from providers across the city. The RHIOs supported the COVID response through providing ad-hoc reports of COVID cases.</p> <p>NYCEM continued to adapt citywide plans in order to respond to the impacts of COVID-19. This included the plans that address food access and distribution, infectious diseases, worker health and safety, continuity of government, volunteer coordination, and others. Following the COVID-19</p> |
|--|---------------------------|-----------------------------|---|

response, NYCEM will conduct an after actions report to refine current plans from lessons learned from the activation.

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|----------------------|---|---|
| MI.29.1 Achieve universal broadband across the five boroughs | MOCTO | In Progress / Funded | In January 2020, MOCTO published the New York City Internet Master Plan, a bold vision for affordable, high-speed, reliable broadband service citywide that will offer seamless connectivity at home and on the go. The plan envisions a future for internet service anchored in five principles — equity, performance, affordability, privacy, and choice. |
| MI.29.2 Ensure all New Yorkers benefit from connectivity by expanding digital education programs | MOCTO | In Progress / Funded | In collaboration with public computer center administrators, MOCTO published the City’s first-ever comprehensive inventory of public computer center resources and programs in May 2019. In October 2019, MOCTO produced Library Privacy Week in partnership with the public libraries, with events in all five boroughs. |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|---------------------------------------|--|---|
| <p>MI.29.3 Build and cultivate the most innovative cybersecurity ecosystem and the most cyber-resilient city in the world</p> | <p>Cyber, Democracy NYC, EDC, SBS</p> | <p>In Progress / Funded</p> | <p>New York City Cyber Command (NYC3) helps protect New Yorkers' digital lives through providing additional security for thousands of public WiFi access points across New York City, including all LinkNYC kiosks. NYC3 launched NYC Secure, a free mobile app downloaded nearly 100,000 times, that alerts users if their mobile device or tablet encounters threats. This is the first app of its kind launched by a state or local government nationally – and it puts privacy first, ensuring that no data ever leaves the device.</p> <p>Over the year, NYC3 began social media and dark web monitoring to identify disinformation campaigns and other nefarious activities that could deter participation in elections or the 2020 census. NYC3 also continued their work with the Global Cyber Alliance, as well as MOCTO and Cyber NYC to formulate best practices for small business security.</p> <p>NYC3's tools and analysis continued to provide intelligence-led prioritization to guide city agencies' security actions, and ensure the City makes the most of the efforts to build an IT environment that is resilient against the digital threats facing our city. In addition, NYC3 continued to build plans for coordinated responses to cyberattacks against city infrastructure with agencies and other key stakeholders.</p> <p>NYC3 continued to pioneer new approaches to securing the city, including building an Internet of Things Cyber Resilience Lab and a unique environment that gives the City capacity to analyze hundreds of thousands of actions crossing city networks each second.</p> <p>The Office of the Deputy Mayor for Operations and NYC3 continued to work with City Council to revise the Council's bill (intro 1297). The bill calls for the formation of the Office of Cyber Command and provides enhanced powers and duties to respond to growing threats and build the most robust cybersecurity ecosystem in the country. The formation of the Office of Cyber Command would act to cement New York City as the national leader in cybersecurity.</p> <p>NYC3 also met with dozens of cybersecurity leaders across all levels of government, research institutions, and tech companies and held joint simulations and laid the groundwork to share knowledge in a national cybersecurity consortium.</p> <p>The Jerusalem Venture Partners accelerator program space was opened by EDC in July 2019 to support growth-stage cyber startups in accessing Fortune 500 clients, investment, and other business support services. All Cyber NYC workforce programs continued to move forward, as planned. CUNY-CCNY master's program in cyber security was officially approved by the state. The Tech in Residence Cyber Corps program recruited four cyber professionals in the fall of 2019 and seven for the spring of 2020. EDC launched a six-week bridge program with LaGuardia Community College to prepare adults to enter a programming boot camp course. Recruitment for the first cohort of the Bridge to Fullstack bootcamp program was finalized in March 2019 and the third cohort began. EDC additionally identified a partner to be the content provider for training and to publish best practices for small and medium businesses cyber hygiene.</p> |

Modern Infrastructure

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---------------|--|---|
| MI.29.4 Invest in the City's data infrastructure, enabling greater data integration and agency collaboration | DOITT | In Progress / In Planning | During the reporting period, DOITT performed a largescale assessment of current infrastructure and found that major infrastructure and hardware upgrades were required before establishing a modern data platform. DOITT advanced work to make the necessary technology upgrades. |

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|---|----------------------|--|---|
| MI.30.1 Anticipate maintenance needs and make smart repairs | DDC, DOT, DPR, MOCTO | In Progress / Partially Funded | <p>Over the year, the City continued to refine asset management practices and streamline capital-project delivery steps to save money and support the long-term sustainability of the budget.</p> <p>At DDC, each project went through a front-end planning process that clarified each project's scope and budget to ensure all necessary elements are in place for project success. DDC also piloted Building Assessment Surveys at five branches of the Brooklyn Public Library to better help plan its long-term capital budget needs.</p> <p>In July 2019, DOT started to develop phase two of implementing management systems that track work histories at the component level. In 2019, DOT also installed and tested new technology to allow for real time monitoring of bridge and tunnel components.</p> <p>MOCTO continued to develop the citywide Internet of Things ("IoT") strategy, through consultations with City agencies, and piloting of selected initiatives toward best-practice development. Initiatives launched include the CityScanner pilot, in partnership with MIT Senseable City Lab, to equip fleet vehicles with air quality sensors.</p> |

Modern Infrastructure

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

| Initiative / Supporting Initiative | Lead Agencies | Initiative / Funding Status as of April 2020 | Progress Reported April 2019 to April 2020 |
|--|---|--|--|
| MI.30.2 Deliver new projects on-time and on-budget | DCAS, DDC, DEP, DOT, DSNY, MOCS, OMB, OPS | In Progress / Partially Funded | <p>During the reporting period, through a new centralized Project Controls Division, DDC used rigorous data analytics at all stages of project delivery to identify strengths, monitor progress, and find new opportunities for improvement. In addition, after the recent authorization of Design-Build for NYC agencies, DDC continued to pursue increased authority for Construction Management (CM)-Build and CM-At-Risk with state lawmakers and State Legislative Affairs at City Hall. As of the close of the reporting period, the agency had provided approximately 230 employees with advanced project management training. DDC also continued to pilot Extra Work Allowances to reduce delays caused by common unforeseen conditions.</p> <p>The City continued to design the Procurement and Sourcing Solutions Portal (PASSPort) to make procurement easier for both agencies and vendors. PASSPort aims for a holistic, streamlined approach that incorporates process improvement, technology, and strong partnerships to achieve success. The portal aims to be the primary platform with which to do business with the City of New York. By streamlining procurement and being better able to pay contractors on time, the City can be a better business partner. The data digitized through PASSPort would be invaluable in analyzing the capital portfolio, allowing the City to better understand vendor and agency performance. MOCS, in partnership with DCAS and DoITT, launched the second phase of PASSPort in April 2019 which allowed agencies to purchase goods utilizing a modern, online customer experience while standardizing electronic invoicing and streamlining purchase orders. More than 4,000 items were consolidated and made available to purchase through PASSPort.</p> <p>DCAS continued to support MOCS in the citywide implementation of PASSPort, having achieved more than 600 DCAS Requirements Contracts deployed through PASSPort and migrated from Direct Order between April 2019 and January 2020, and more than 2,000 Purchase Orders that have been generated in PASSPort off of migrated DCAS Requirements Contracts.</p> <p>DOT continued planning to utilize the Design Build method of project procurement authorized by the State for a number of bridge capital projects and flood mitigation at the Staten Island Ferry terminals.</p> <p>OMB continued to support other agencies in their efforts to better deliver projects on-time and on budget.</p> <p>Local Law 37 of 2020 called for the creation of a taskforce to implement a comprehensive, public database to better track capital project delivery across the City. The new tracking system will enable greater transparency and accountability into the capital process.</p> |

| Indicator Name | Baseline Data | Baseline Period | Latest Data | Latest Period | Target | Notes |
|----------------|---------------|-----------------|-------------|---------------|--------|-------|
|----------------|---------------|-----------------|-------------|---------------|--------|-------|

Vibrant Democracy: Empower all New Yorkers to participate in our democracy

| | | | | | | |
|---|-----------|---------|-----------|---------|---|--|
| New voter registrations | N/A | CY 2017 | 268,000 | CY 2018 | 1.5 million voter registrations by 2022 | <i>Data Source:</i> Campaign Finance Board, Voter Assistance Annual Report (April 2019) <i>Definition:</i> The increase in registered voters residing in New York City compared to 2017. <i>Notes:</i> Name of indicator changed to clarify that it measures new voter registrations compared to the baseline year (CY 2017). |
| Volunteers counted in the annual survey | 1,000,000 | CY 2017 | 1,036,462 | CY 2018 | 1.5 million volunteers by 2025 | <i>Data Source:</i> NYC Service, Annual NYC Volunteers Count (2019) <i>Definition:</i> The number of unique volunteers serving within New York City, reported by New York City nonprofits, city agencies, faith-based organizations, colleges/universities, schools, and hospitals on a calendar year basis. <i>Notes:</i> |
| Voter turnout in local elections | 21.5 % | CY 2017 | 39.1% | CY 2018 | Increase | <i>Data Source:</i> Campaign Finance Board, Voter Assistance Annual Report (April 2019) <i>Definition:</i> Share of New York City registered voters who voted in the general election. <i>Notes:</i> 2017 and 2018 figures are not directly comparable as they capture turnout in different election cycles. In 2017, there were citywide city-level elections. In 2018, there were state-level elections. Turnout should only be compared across similar election cycles. |

Vibrant Democracy: Welcome new New Yorkers from around the world and involve them fully in civic life

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|---|---------|---------|---------|---------|-----------------------|--|
| Immigrant New Yorkers who are naturalized | 56.0% | CY 2017 | 57.0% | CY 2018 | Increase | <i>Data Source:</i> U.S. Census Bureau, 2018 American Community Survey One-Year Estimate <i>Definition:</i> The proportion of foreign-born New York City residents who have naturalized to become U.S. citizens in New York City. <i>Notes:</i> |
| Poverty rate disparity between immigrants and U.S. born individuals | 5.4 pts | CY 2016 | 4.1 pts | CY 2017 | Reduce by 50% by 2030 | <i>Data Source:</i> New York City Government Poverty Measure (2017) <i>Definition:</i> The difference in poverty rate, using the NYCgov poverty measure, between New Yorkers born in the U.S. and those born abroad. <i>Notes:</i> Baseline year revised to CY 2016 from CY 2017. Indicator revised to clarify that it refers to individuals and not households. |

Vibrant Democracy: Promote justice and equal rights, and build trust between New Yorkers and government

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|-------------------------------|-------|---------|-------|---------|--------|--|
| Average daily jail population | 8,896 | FY 2018 | 7,938 | FY 2019 | Reduce | <i>Data Source:</i> Mayor's Management Report <i>Definition:</i> Annual average of the daily number of inmates in Department of Correction custody during the fiscal year. <i>Notes:</i> |
|-------------------------------|-------|---------|-------|---------|--------|--|

| Indicator Name | Baseline Data | Baseline Period | Latest Data | Latest Period | Target | Notes |
|---------------------|---------------|-----------------|-------------|---------------|--------|--|
| Major felony crimes | 95,883 | CY 2018 | 95,606 | CY 2019 | Reduce | <i>Data Source:</i> Mayor's Management Report <i>Definition:</i> The number of major felony crimes citywide, including domestic violence-related felonies, within the seven categories corresponding to New York State Penal Law: murder and non-negligent manslaughter, forcible rape, robbery, felonious assault, burglary, grand larceny and grand larceny auto. Includes major felony crime in housing developments, the transit system, public schools and citywide patrol. <i>Notes:</i> |

Vibrant Democracy: Promote democracy and civic innovation on the global stage

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|---|-----------|---------|-----------|---------|--------|--|
| Submit a Voluntary Local Review to the United Nations | Completed | CY 2018 | Completed | CY 2019 | Annual | <i>Data Source:</i> Mayor's Office of International Affairs <i>Definition:</i> Modeled after the Voluntary National Review of the Sustainable Development Goals that countries are invited to submit to the United Nations each year, New York City created the concept of the Voluntary Local Review so that local and regional governments could also report on their local progress toward the Sustainable Development Goals. <i>Notes:</i> |
|---|-----------|---------|-----------|---------|--------|--|

Inclusive Economy: Grow the economy with good-paying jobs and prepare New Yorkers to fill them

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|---|--------|---------|--------|---------|----------|--|
| Income disparity by race/ethnicity | 2.0 | CY 2017 | 1.8 | CY 2018 | Decrease | <i>Data Source:</i> U.S. Census Bureau, 2018 American Community Survey One-Year Estimates <i>Definition:</i> Median earnings of non-Hispanic white individuals divided by median earnings of black, Hispanic, Asian, and other race individuals in New York City. Only individuals aged 16 years and older who are not living in group quarters and reported non-zero wages and/or self-employment earnings are included. <i>Notes:</i> Indicator name revised to clarify that it refers to individual income, not household wealth, and to both race and ethnicity differences. |
| Individuals connected to employment through the City's workforce system | 66,390 | CY 2018 | 73,084 | CY 2019 | Increase | <i>Data Source:</i> Mayor's Management Report <i>Definition:</i> This indicator provides a count of clients who are connected to unsubsidized jobs and is reported on a full calendar year basis. <i>Notes:</i> |
| Labor force participation rate | 60.8% | CY 2018 | 60.7% | CY 2019 | Increase | <i>Data Source:</i> New York State Department of Labor, Quarterly Census of Employment and Wages <i>Definition:</i> All workers residing in New York City who are employed or actively looking for work as a share of the total working age population. <i>Notes:</i> Baseline year revised to CY 2018 from CY 2019. |

| Indicator Name | Baseline Data | Baseline Period | Latest Data | Latest Period | Target | Notes |
|--|---------------|-----------------|-------------|---------------|----------|---|
| Securities sector share of total wage earnings | 19.1% | CY 2017 | 17.5% | CY 2018 | Decrease | <i>Data Source:</i> Office of Management and Budget, Quarterly Report on Current Economic Conditions (2019) <i>Definition:</i> Total wages earned by securities sector employees as a share of total wages earned by employees of all sectors in New York City. Securities sector industry defined by North American Industry Classification System (NAICS) code 523. Wages included are based on place of work regardless place of employee residence. <i>Notes:</i> |
| Total employment (thousands) | 4,551 | CY 2018 | 4,624 | CY 2019 | Increase | <i>Data Source:</i> Office of Management and Budget, Quarterly Report on Current Economic Conditions (2019) <i>Definition:</i> Total number of jobs in New York City including public and private sector jobs. <i>Notes:</i> CY 2018 value was updated. |

Inclusive Economy: Provide economic security for all through fair wages and expanded benefits

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|---|---|---------|---|---------|-----------------|--|
| Food insecurity rate | 14.4% | CY 2016 | 13.8% | CY 2017 | Decrease | <i>Data Source:</i> NYC Food Policy, Food Metrics Report (2018) <i>Definition:</i> Food insecurity refers to a lack of access, at times to enough food for an active, healthy life for all household members and limited or uncertain availability of nutritionally adequate foods. <i>Notes:</i> Baseline year was revised from CY 2018 to CY 2016. |
| New Yorkers lifted out of poverty or near poverty | 236,500 reduction between 2013 and 2017 | CY 2017 | 378,000 reduction between 2013 and 2018 | CY 2018 | 800,000 by 2025 | <i>Data Source:</i> New York City Government Poverty Measure (2018) <i>Definition:</i> Change in New Yorkers in poverty or near poverty using NYCgov poverty measure. <i>Notes:</i> Indicator name revised to clarify that it refer to New Yorkers living near the povertythreshold, as well as below. |
| Percentage of New Yorkers living in or near poverty | 43.6% | CY 2017 | 41.3% | CY 2018 | Decrease | <i>Data Source:</i> New York City Government Poverty Measure (2018) <i>Definition:</i> Estimate share of New Yorkers living below poverty or near poverty threshold using NYCgov poverty measure. <i>Notes:</i> |

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

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|---|---------------|---------|----------------|---------|-------------------------|---|
| Amount awarded to City-certified Minority and Women-owned Business Enterprises (M/WBEs) | \$9.4 billion | FY 2018 | \$13.2 billion | FY 2019 | \$25 billion by FY 2025 | <i>Data Source:</i> Mayor's Office of Contract Services, M/WBE Program Annual Report (2019) <i>Definition:</i> Cumulative value of awards subject to the M/WBE Program awarded to City-certified Minority and Women-Owned Business Enterprises from fiscal year 2005 to the close of the reporting period. <i>Notes:</i> This indicator was revised to align with prior OneNYC reporting. |
|---|---------------|---------|----------------|---------|-------------------------|---|

| Indicator Name | Baseline Data | Baseline Period | Latest Data | Latest Period | Target | Notes |
|--|---------------|-----------------|-------------|---------------|----------|--|
| Total number of Minority and Women-owned Business Enterprises certified | 6,829 | FY 2018 | 9,063 | FY 2019 | Increase | <i>Data Source:</i> Small Business Services, Division of Economic and Financial Opportunity <i>Definition:</i> Total number of businesses certified with the New York City Minority/Women-Owned Business Enterprise Program at the end of the reporting period. <i>Notes:</i> |
| Total number of worker cooperatives created through the Worker Cooperative Business Development Initiative | 48 | FY 2018 | 49 | FY 2019 | Increase | <i>Data Source:</i> Small Business Services, Working Together (2018) <i>Definition:</i> Total number of worker cooperatives created during the calendar year with the assistance of Small Business Services' 'Worker Cooperative Business Development Initiative.' <i>Notes:</i> |

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

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

Thriving Neighborhoods: Ensure all New Yorkers have access to neighborhood open spaces and cultural resources

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|---|-------|---------|-------|---------|-------------|---|
| Share of New Yorkers who live within walking distance of a park | 81.7% | CY 2018 | 81.7% | CY 2019 | 85% by 2030 | <i>Data Source:</i> Department of Parks and Recreation <i>Definition:</i> Share of New Yorkers living within a quarter mile walk to a small, local park and within a half mile walk to a larger park with more amenities. <i>Notes:</i> |
|---|-------|---------|-------|---------|-------------|---|

Thriving Neighborhoods: Advance shared responsibility for community safety and promote neighborhood policing

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|-------------------------------|-------|---------|-------|---------|--------|--|
| Average daily jail population | 8,896 | FY 2018 | 7,938 | FY 2019 | Reduce | <i>Data Source:</i> Mayor's Management Report <i>Definition:</i> Annual average of the daily number of inmates in Department of Correction custody during the fiscal year. <i>Notes:</i> |
|-------------------------------|-------|---------|-------|---------|--------|--|

| Indicator Name | Baseline Data | Baseline Period | Latest Data | Latest Period | Target | Notes |
|---------------------|---------------|-----------------|-------------|---------------|--------|--|
| Major felony crimes | 95,883 | CY 2018 | 95,606 | CY 2019 | Reduce | <i>Data Source:</i> Mayor's Management Report <i>Definition:</i> The number of major felony crimes citywide, including domestic violence-related felonies, within the seven categories corresponding to New York State Penal Law: murder and non-negligent manslaughter, forcible rape, robbery, felonious assault, burglary, grand larceny, and grand larceny auto. Includes major felony crime in housing developments, transit system, public schools, and citywide patrol. <i>Notes:</i> |

Thriving Neighborhoods: Promote place-based community planning and strategies

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|--|----|---------|----|---------|---------|--|
| Economic development, housing, and neighborhood enhancement proposals presented by the Department of City Planning to the public | 73 | CY 2018 | 47 | CY 2019 | Neutral | <i>Data Source:</i> Department of City Planning, Planning Coordination Division <i>Definition:</i> The number of proposals to preserve the character of existing neighborhoods, promote sustainability, resiliency, and long-term affordability, improve physical and social infrastructure, promote sustainable mixed-use/mixed-income communities anchored by affordable housing in existing and emerging neighborhoods or that foster growth and development of the City's central and regional business districts, in the form of written reports, certified applications for zoning map or text amendments, website postings, and/or public presentations of recommended actions. <i>Notes:</i> |
|--|----|---------|----|---------|---------|--|

Thriving Neighborhoods: Ensure all New Yorkers have access to safe, secure, and affordable housing

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|---|---------|---------|---------|---------|-----------------|--|
| Affordable housing units created or preserved (since 2014 launch of Housing New York) | 121,919 | CY 2018 | 147,933 | CY 2019 | 300,000 by 2026 | <i>Data Source:</i> Mayor's Management Report <i>Definition:</i> The total number of housing units (starts) created or preserved and counted towards Housing New York (HNY). Units are created or preserved through financed new construction or rehabilitation, regulatory agreements creating or extending affordability, and homebuyer and homeownership assistance. Housing New York counts units produced by Housing Preservation and Development, Housing Development Corporation, NYC Economic Development Corporation, New York City Housing Authority, Department of Homeless Services, City Planning and New York State Homes and Community Renewal. <i>Notes:</i> |
| Residential evictions | 20,013 | CY 2018 | 16,996 | CY 2019 | Reduce | <i>Data Source:</i> New York City Office of Civil Justice <i>Definition:</i> Residential evictions conducted by New York City Marshals. <i>Notes:</i> Baseline value was revised to reflect updated data. |

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

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

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|---|-------|---------|-------|---------|----------|---|
| New Yorkers that felt that they received the medical care that they have needed in the past 12 months | 90.0% | CY 2017 | 88.9% | CY 2018 | Increase | <i>Data Source:</i> Department of Health & Mental Hygiene, Community Health Survey (2018) <i>Definition:</i> Age-adjusted percentage of adults reporting that they received medical care they needed in the past 12 months. <i>Notes:</i> |
| New Yorkers with health insurance | 88.2% | CY 2017 | 88.4% | CY 2018 | Increase | <i>Data Source:</i> Department of Health & Mental Hygiene, Community Health Survey (2018) <i>Definition:</i> Age-adjusted percentage of adults reporting that they have any type of health insurance coverage, including private health insurance or government plans such as Medicare or Medicaid. <i>Notes:</i> |

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

| | | | | | | |
|--|------------------|---------|------------------|---------|-----------------------|---|
| Adult New Yorkers with raised blood pressure | 14.7% | CY 2010 | 15.9% | CY 2018 | Reduce by 30% by 2030 | <i>Data Source:</i> Department of Mental Health & Hygiene, Heart Follow Up Survey (2018) <i>Definition:</i> Percentage of New Yorkers who have raised blood pressure. <i>Notes:</i> |
| Adults with psychological distress who did not get treatment | 23% | CY 2015 | N/A | N/A | Reduce by 5% by 2025 | <i>Data Source:</i> Department of Mental Health & Hygiene, Community Health Survey (2015) <i>Definition:</i> Age-adjusted percentage of adults with Serious Psychological Distress (a non-specific indicator of past 30-day mental health problems, such as depression or anxiety) who perceived a need for mental health treatment at some point in the past 12 months but did not get it. <i>Notes:</i> This survey question was included in the 2019 Community Health Survey. Data will be available for the 2021 OneNYC update. |
| Citywide opioid overdose deaths | 17.2 per 100,000 | CY 2017 | 16.4 per 100,000 | CY 2018 | Reduce by 60% by 2030 | <i>Data Source:</i> Department of Health & Mental Hygiene, Bureau of Vital Statistics (2018) <i>Definition:</i> Rate (per 100,000) of unintentional and accidental overdose deaths involving opioids among decedents age 15 to 84 in New York City. <i>Notes:</i> Baseline data was revised to reflect updated data. |

| Indicator Name | Baseline Data | Baseline Period | Latest Data | Latest Period | Target | Notes |
|---|--------------------------|-----------------|--------------------------|---------------|-----------------------|---|
| Inequity in infant mortality between babies born to black and white women | 3.1 | CY 2016 | 3.3 | CY 2017 | Reduce by 8% by 2023 | <i>Data Source:</i> Department of Mental Health & Hygiene, Bureau of Vital Statistics (2017) <i>Definition:</i> Black infant mortality rate (rate of deaths under 1 year of age per 1,000 live births) divided by white infant mortality rate. <i>Notes:</i> |
| Infant mortality rate | 4.3 per 1,000 | CY 2016 | 4.1 per 1,000 | CY 2017 | Reduce by 4% by 2025 | <i>Data Source:</i> Department of Mental Health & Hygiene, Bureau of Vital Statistics (2017) <i>Definition:</i> Rate of deaths under one year of age per 1,000 live births. <i>Notes:</i> |
| Premature mortality rate | 189.4 deaths per 100,000 | CY 2016 | 184.9 deaths per 100,000 | CY 2017 | Reduce by 25% by 2040 | <i>Data Source:</i> Department of Mental Health and Hygiene, Bureau of Vital Statistics (2017) <i>Definition:</i> Age-adjusted premature death rate. <i>Notes:</i> |
| Preventable severe maternal morbidity rate | 277.8 per 10,000 | CY 2014 | 257.3 per 10,000 | CY 2016 | Reduce by 50% by 2030 | <i>Data Source:</i> Department of Mental Health & Hygiene, Bureau of Vital Statistics (2018) <i>Definition:</i> Severe maternal morbidity (SMM) - life-threatening complications during pregnancy or childbirth - is identified during delivery hospitalizations based on the U.S. Center for Disease Control definitions, which include 25 indicators of SMM representing either serious complications of pregnancy or delivery (e.g., eclampsia or acute renal failure) or procedures used to manage these serious conditions (e.g., blood transfusion). <i>Notes:</i> Rate for CY 2015 not included due to the transition from International Classification of Diseases ICD-9 to ICD-10 coding. Assessing trends from before CY 2015 with after should be interpreted with caution due to this transition. |

Healthy Lives: Make healthy lifestyles easier in all neighborhoods

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|--|-------|---------|-------|---------|-------------------------|---|
| Adult New Yorkers who exercised in the past 30 days | 74.5% | CY 2017 | 72.5% | CY 2018 | 80% by 2035 | <i>Data Source:</i> Department of Mental Health & Hygiene, Community Health Survey (2018) <i>Definition:</i> Age-adjusted percentage of adults reporting participating in any physical activities or exercises, such as running, calisthenics, golf, gardening, or walking for exercise, in the past 30 days. <i>Notes:</i> |
| New Yorkers eating the recommended number of servings of fruits and vegetables | 13.3% | CY 2017 | 12.4% | CY 2018 | Increase by 25% by 2035 | <i>Data Source:</i> Department of Mental Health & Hygiene, Community Health Survey (2018) <i>Definition:</i> Age-adjusted percentage of adults reporting eating five or more servings of fruit and/or vegetables in the day prior to being surveyed. <i>Notes:</i> |

| Indicator Name | Baseline Data | Baseline Period | Latest Data | Latest Period | Target | Notes |
|---|---------------|-----------------|-------------|---------------|-------------|--|
| New Yorkers in high school who get the recommended level of physical activity | 20.8% | CY 2017 | N/A | N/A | 30% by 2035 | <i>Data Source:</i> Department of Health & Mental Hygiene, Youth Risk Behavior Survey (2017) <i>Definition:</i> Percentage of New York City high school students who report being physically active for a total of at least 60 minutes per day for the past seven days. <i>Notes:</i> This survey question was included in the 2019 Youth Risk Behavior Survey. Data will be available for the 2021 OneNYC update. |

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

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|---|------------------------|---------|------------------------|---------|--|---|
| Citywide nitrogen dioxide (NO2) levels | 17.8 parts per billion | CY 2017 | 17.0 parts per billion | CY 2018 | Reduce 25% by 2030 (relative to 2018) | <i>Data Source:</i> Department of Health & Mental Hygiene, Community Air Survey (2018) <i>Definition:</i> Annual average levels of nitrogen dioxide (NO2) in the air, measured in parts per billion. <i>Notes:</i> |
| Citywide three-year average fine particulate matter (PM2.5) levels from internal and external sources | 7.85 µg/m3 | CY 2017 | 7.28 µg/m3 | CY 2018 | Reduce | <i>Data Source:</i> Department of Mental Health & Mental Hygiene, Community Air Survey (2018) <i>Definition:</i> Micrograms of fine particulate matter (PM2.5) per cubic meter of air citywide, averaged over three years. <i>Notes:</i> |
| Combined sewer overflow capture rate | 79.0% | CY 2017 | 86.0% | CY 2018 | Increase | <i>Data Source:</i> Department of Environmental Protection, 14 Wastewater Resource Recovery Facilities' State Pollutant Discharge Elimination System (SPDES) Permits Annual Report (May 2019) <i>Definition:</i> Combined sewer volume captured at New York City wastewater treatment plants as a share of the total run-off and sanitary sewage entering the combined-sewer system during wet-weather periods. <i>Notes:</i> |
| Disparity in black carbon across city neighborhoods | 3.0 | CY 2017 | 3.5 | CY 2018 | Reduce 25% by 2030 (relative to CY 2017) | <i>Data Source:</i> Department of Health & Mental Hygiene, Community Air Survey (2018) <i>Definition:</i> The ratio of black carbon levels in the New York City community districts with the highest annual average levels and the community districts with the lowest annual average levels as measured by the New York City Community Air Survey. <i>Notes:</i> |
| Street segments with recurring confirmed sewer backup in the last 12 months | 0.3% | FY 2018 | 0.3% | FY 2019 | <0.6 | <i>Data Source:</i> Department of Environmental Protection, Bureau of Water and Sewer Operations <i>Definition:</i> The number of street segments in the city that had at least one confirmed sewer backup complaint during the last 12 months as a percent of the overall number of street segments in the City. A segment is the distance from one intersecting street to the next. <i>Notes:</i> |

| Indicator Name | Baseline Data | Baseline Period | Latest Data | Latest Period | Target | Notes |
|----------------|---------------|-----------------|-------------|---------------|--------|-------|
|----------------|---------------|-----------------|-------------|---------------|--------|-------|

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

| | | | | | | |
|---|--------|---------|---------|---------|--------------|---|
| Children with access to 3-K | ~5,000 | CY 2018 | ~20,000 | CY 2019 | 100% | <i>Data Source:</i> Department of Education, Department of Early Childhood Education <i>Definition:</i> The number of free, full-day 3-K seats available to three year olds. <i>Notes:</i> |
| Four-year olds enrolled in full-day pre-K | 68,000 | CY 2018 | 68,000 | CY 2019 | Increase | <i>Data Source:</i> Mayor's Management Report <i>Definition:</i> The number of pre-kindergarten students on the October 31st audited register, not including charter school students, for a given school year. <i>Notes:</i> |
| Literacy by second grade | 50.6% | CY 2018 | 53.3% | CY 2019 | 100% by 2026 | <i>Data Source:</i> Department of Education, Office of Policy and Evaluation <i>Definition:</i> The percentage of third graders reaching proficiency on the New York State English Language Arts exam. <i>Notes:</i> Indicator uses third grade proficiency as a proxy. |

Equity and Excellence in Education: Advance equity in K-12 opportunity and achievement

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|--|--------|---------|--------|---------|-------------------------|--|
| College readiness | 66.6% | CY 2018 | 70.7% | CY 2019 | Increase to 75% by 2026 | <i>Data Source:</i> Department of Education, Office of Safety & Youth Development <i>Definition:</i> The percentage of students who, by the August after their fourth year in high school, have met City University of New York's (CUNY's) standards for college readiness in English and mathematics. Students can meet these standards by reaching certain scores on the Regents, SAT, ACT, or CUNY Assessments. <i>Notes:</i> |
| New York City public school students who graduate on time | 75.9% | CY 2018 | 77.3% | CY 2019 | Increase to 84% by 2026 | <i>Data Source:</i> Department of Education, Division of Assessment and Accountability <i>Definition:</i> The percent of a graduating class of students, who entered the public school system in September of a given year and graduated within four years. The New York State calculation, instituted in 2005, includes Local and Regents Diplomas and all disabled students. It does not include students receiving General Education Development (GED) or Special Education Diplomas. <i>Notes:</i> |
| Public school students who attain an Associate's degree or higher within six years | 21,756 | CY 2017 | 21,744 | CY 2018 | Increase | <i>Data Source:</i> Department of Education, Office of Policy & Evaluation <i>Definition:</i> The number of students from NYC district schools who have attained an Associate's degree or Bachelor's degree within six years of high school graduation. <i>Notes:</i> |

| Indicator Name | Baseline Data | Baseline Period | Latest Data | Latest Period | Target | Notes |
|---------------------------------------|---------------|-----------------|-------------|---------------|-----------------------|--|
| Racial and ethnic graduation rate gap | 15.6% | CY 2018 | 14.1% | CY 2019 | Reduce by 50% by 2026 | <i>Data Source:</i> Department of Education, Office of Safety & Youth Development <i>Definition:</i> The difference in four-year graduation rates between Asian and non-Hispanic white students and black and Hispanic students. <i>Notes:</i> |

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

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|---|----------|-----------------------|----------|-----------------------|----------|--|
| Average length of suspensions | 5.8 days | 2017-2018 School Year | 7.5 days | 2018-2019 School Year | Decrease | <i>Data Source:</i> Department of Education, Office of Safety & Youth Development <i>Definition:</i> The average length in days of all suspensions for all public schools. <i>Notes:</i> Indicator was revised to reflect both principal and superintendent suspensions. |
| Districts with diversity plans | 3 | CY 2018 | 3 | CY 2019 | 9 | <i>Data Source:</i> Department of Education, Office of Equity & Access <i>Definition:</i> The number of districts that have published plans to increase enrollment diversity within schools. <i>Notes:</i> |
| Teachers who receive implicit bias training | 10,000 | CY 2018 | N/A | N/A | All | <i>Data Source:</i> Department of Education, Office of Equity & Access <i>Definition:</i> The number of NYC DOE teachers who receive implicit bias training. <i>Notes:</i> Updated data not available. |

Livable Climate: Achieve carbon neutrality and 100% clean electricity

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|---|-------|---------|-------|---------|--------------|---|
| Curbside diversion rate | 18.0% | FY 2018 | 18.1% | FY 2019 | Increase | <i>Data Source:</i> Mayor's Mangement Report <i>Definition:</i> Percentage of the Department of Sanitation's residential waste stream (curbside and containerized metal, glass, plastic, organics, and mixed paper) that is recycled. <i>Notes:</i> |
| Greenhouse gas emissions eliminated, reduced, or offset | 18.2% | CY 2017 | 15.0% | CY 2019 | 100% by 2050 | <i>Data Source:</i> Mayor's Office of Sustainability, Greenhouse Gas Inventory <i>Definition:</i> Greenhouse gas emissions are measured in metric tonnes of carbon dioxide equivalent (tCO2e). The term "carbon dioxide equivalent" or CO2e allows other greenhouse gas emissions to be expressed in terms of CO2 based on their relative global warming potential. These include seven main groups of greenhouse gases: carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulphur hexaflouride, and nitrogen trifluoride. Greenhouse gas emissions reductions are measured as compared to 2005 levels. <i>Notes:</i> CY 2017 value has been revised due to updates in methodology. |

| Indicator Name | Baseline Data | Baseline Period | Latest Data | Latest Period | Target | Notes |
|---|---------------|-----------------|-------------|---------------|--------------|--|
| Share of electricity mix from clean sources | 27.0% | CY 2017 | 39.6%* | CY 2019 | 100% by 2040 | <p><i>Data Source:</i> Mayor's Office of Sustainability, Greenhouse Gas Inventory</p> <p><i>Definition:</i> Clean energy is defined across New York State as zero-carbon-emissions electricity, or electricity generated by sources that have de minimis net carbon emissions impact. This indicator reflects the share of electricity supplied to New York City that meets this definition.</p> <p><i>Notes:</i> *In 2019, the City updated its methodology to improve its measurement of the carbon intensity of the power grid. The new approach more accurately reflects actual power flows into the city and fixes a data issue that overstated the generation of certain dirty in-city units. The improved methodology provides a more accurate assessment of the carbon intensity of the power grid over time, dating back to 2005.</p> |

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

| | | | | | | |
|---|--------|--------------|--------|---------------|----------|---|
| Customer Average Interruption Duration Index (CAIDI) in hours | 3.22 | CY 2017 | 4.66 | CY 2018 | Decrease | <p><i>Data Source:</i> Con Edison</p> <p><i>Definition:</i> The average duration in hours of a customer outage throughout the year in the New York City portion of Con Edison's service territory.</p> <p><i>Notes:</i> CAIDI measures the average duration of a customer-experienced outage in hours. This metric applies to the New York City portion of the Con Edison service territory only and therefore does not include the Rockaways, which are served by the Long Island Power Authority.</p> |
| Flood insurance policies in force | 53,971 | January 2019 | 52,570 | December 2019 | Increase | <p><i>Data Source:</i> Federal Emergency Management Agency</p> <p><i>Definition:</i> The total number of National Flood Insurance Program policies in force in New York City, including those for individual units and condominiums.</p> <p><i>Notes:</i> Name of indicator was amended to clarify that it refers to the number of flood insurance policies in force.</p> |
| System Average Interruption Frequency Index (SAIFI) per 1,000 customers | 84.5 | CY 2017 | 112.0 | CY 2018 | Decrease | <p><i>Data Source:</i> Con Edison</p> <p><i>Definition:</i> The average number of service interruptions per 1,000 customers throughout the year in the New York City portion of Con Edison's service territory.</p> <p><i>Notes:</i> SAIFI measures how often customers lose power, specifically the number of outages per 1,000 customers served. This metric applies to the New York City portion of the Con Edison service territory only and therefore does not include the Rockaways, which are served by the Long Island Power Authority.</p> |

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

| | | | | | | |
|--|---------------|---------|---------------|---------|---------------------------------|---|
| City pension fund investments in renewable energy, energy efficiency, and other climate change solutions | \$2.0 Billion | FY 2018 | \$2.9 Billion | FY 2019 | Increase to \$4 billion by 2021 | <p><i>Data Source:</i> New York City Comptroller's Office</p> <p><i>Definition:</i> The total value in investments in renewable energy, energy efficiency, and other climate change solutions across the City's five pension funds.</p> <p><i>Notes:</i> Baseline year revised to FY 2018 from FY 2019.</p> |
|--|---------------|---------|---------------|---------|---------------------------------|---|

| Indicator Name | Baseline Data | Baseline Period | Latest Data | Latest Period | Target | Notes |
|----------------|---------------|-----------------|-------------|---------------|--------|-------|
|----------------|---------------|-----------------|-------------|---------------|--------|-------|

Livable Climate: Fight for climate accountability and justice

| | | | | | | |
|---|---------------|---------|---------------|---------|-------------------|---|
| City pension fund investments in fossil fuel reserve owners | \$5.0 Billion | CY 2017 | \$5.0 Billion | CY 2018 | Eliminate by 2022 | <i>Data Source:</i> New York City Comptroller's Office <i>Definition:</i> The total value of investments across the City's five pension funds in entities that own fossil fuel reserves. <i>Notes:</i> Baseline year revised to CY 2017 from CY 2019. |
|---|---------------|---------|---------------|---------|-------------------|---|

Efficient Mobility: Modernize New York City's mass transit networks

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|-----------------------------|-------------|------------|-------------|---------------|--------------------|---|
| Annual bus ridership | 724 million | CY 2017 | 691 million | CY 2018 | Increase | <i>Data Source:</i> Metropolitan Transportation Authority <i>Definition:</i> Bus ridership includes all passengers on an MTA or New York City Transit bus who board using a valid MetroCard, cash, transfer, Select Bus Service ticket, or pass. Bus ridership does not include employees. Non-revenue passengers (e.g. Children under 44 inches tall travelling with an adult), and B42 riders boarding inside the paid zone of the Rockaway Park "L" subway station. <i>Notes:</i> Baseline year revised to CY 2017 from CY 2018. |
| Annual NYC Ferry riders | 4.9 million | CY 2018 | 6.4 million | CY 2019 | 11 million by 2023 | <i>Data Source:</i> Economic Development Corporation <i>Definition:</i> The total number of passenger riders on the NYC Ferry as reported to the New York City Economic Development Corporation by Hornblower, Inc. <i>Notes:</i> |
| Average citywide bus speeds | 8.0 mph | April 2019 | 7.9 mph | December 2019 | Increase 25% | <i>Data Source:</i> Department of Transportation, New York City Mobility Report <i>Definition:</i> The average speed at which buses citywide travel during weekdays, including all hours of the day. <i>Notes:</i> |

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

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|--|-------|---------|-------|---------|-------------|--|
| Share of New Yorkers that live within a quarter-mile of the bike network | 80.0% | CY 2016 | 82.0% | CY 2017 | 90% by 2022 | <i>Data Source:</i> Department of Transportation <i>Definition:</i> Percentage of New Yorkers living within a quarter-mile of a bicycle lane. <i>Notes:</i> |
| Traffic fatalities | 202 | CY 2018 | 221 | CY 2019 | 0 | <i>Data Source:</i> Vision Zero Year 6 Report <i>Definition:</i> The total number of pedestrian, motorist, bicyclist, and passenger deaths resulting from traffic crashes. Data reflects crash-related fatalities during the reporting period. <i>Notes:</i> |

Efficient Mobility: Reduce congestion and emissions

| | | | | | | |
|---|-----------------------------------|---------|-----------------------------------|---------|--------------------|---|
| Greenhouse gas emissions from the transportation sector | 6.0% reduction from 2005 baseline | CY 2017 | 5.4% reduction from 2005 baseline | CY 2019 | Reduce 70% by 2050 | <i>Data Source:</i> Mayor's Office of Sustainability, Greenhouse Gas Inventory <i>Definition:</i> The Citywide Greenhouse Gas (GHG) inventory for transportation consists of all direct and indirect GHG emissions from on-road transportation, railways, marine navigation, and aviation within city limits. <i>Notes:</i> |
|---|-----------------------------------|---------|-----------------------------------|---------|--------------------|---|

| Indicator Name | Baseline Data | Baseline Period | Latest Data | Latest Period | Target | Notes |
|---|---------------|-----------------|-------------|---------------|-------------|--|
| Share of NYC trips by sustainable modes (walking, biking, and mass transit) | 68.0% | CY 2017 | 67.0% | CY 2018 | 80% by 2050 | <i>Data Source:</i> U.S. Census Bureau, American Community Survey One-Year Estimates (2018) <i>Definition:</i> The estimated share of New York City residents who used a sustainable mode of transportation (public transportation, bicycle, or on foot) to get to work. <i>Notes:</i> |
| Vehicle registrations in New York City | 2,189,374 | CY 2017 | 2,186,273 | CY 2018 | Decrease | <i>Data Source:</i> New York State Department of Vehicles <i>Definition:</i> Total number of vehicles registered with New York State in New York City's five boroughs. <i>Notes:</i> |

Efficient Mobility: Strengthen connections to the region and the world

| | | | | | | |
|--------------------------------|------|---------|------|---------|-------------|--|
| Share of cargo volume by rail | 2.0% | CY 2018 | 2.0% | CY 2019 | 7% by 2040 | <i>Data Source:</i> Economic Development Corporation <i>Definition:</i> The share of freight tonnage transported via rail. <i>Notes:</i> |
| Share of cargo volume by water | 8.0% | CY 2018 | 8.0% | CY 2019 | 11% by 2040 | <i>Data Source:</i> Economic Development Corporation <i>Definition:</i> The share of freight tonnage transported via waterway. <i>Notes:</i> |

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

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|---|-------|---------|--------|---------|--------------|---|
| Electric vehicle share of new motor vehicle sales | 1.4% | CY 2018 | 1.4% | CY 2019 | 20% by 2025 | <i>Data Source:</i> New York State Energy Research and Development Authority (NYSERDA) <i>Definition:</i> Electric vehicle sales as a share of total vehicle sales in New York City. Vehicles include light duty vehicles such as sedans, vans, and light pickup trucks. <i>Notes:</i> |
| Share of electricity mix from clean sources | 27.0% | CY 2017 | 39.6%* | CY 2019 | 100% by 2040 | <i>Data Source:</i> Mayor's Office of Sustainability, Greenhouse Gas Inventory <i>Definition:</i> Clean electricity is defined across New York State as zero-carbon-emissions electricity, or electricity generated by sources that have de minimis net carbon emissions impact. This indicator reflects the percentage of the electricity supplied to New York City that meets this definition. <i>Notes:</i> *In 2019, the City updated its methodology to improve its measurement of the carbon intensity of the power grid. The new approach more accurately reflects actual power flows into the city and fixes a data issue that overstated the generation of certain dirty in-city units. The improved methodology provides a more accurate assessment of the carbon intensity of the power grid over time, dating back to 2005. |

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

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|--------------------|-----|-----|-----|-----|----------------|--|
| Cybersecurity jobs | N/A | N/A | N/A | N/A | 10,000 by 2030 | <i>Data Source:</i> Economic Development Corporation <i>Definition:</i> The total number of cybersecurity jobs created as part of New York City's Cyber NYC program. <i>Notes:</i> Updated data not available. |
|--------------------|-----|-----|-----|-----|----------------|--|

| Indicator Name | Baseline Data | Baseline Period | Latest Data | Latest Period | Target | Notes |
|---|---------------|------------------|-------------|------------------|-----------------|---|
| Neighborhoods with a commercial corridor served by free public Wi-Fi | 42% | April 2019 | 42% | September 2019 | Increase | <i>Data Source:</i> Department of Information Technology & Communication, September 2019 NYC Wi-Fi Hotspot Location data <i>Definition:</i> The percentage of Neighborhood Tabulation Areas where one or more free public Wi-Fi access points are available within a commercial corridor within that Neighborhood. <i>Notes:</i> |
| Neighborhoods with a zone that has three or more options for commercial fiber optic service | 72% | CY 2017 | 89% | CY 2019 | Increase | <i>Data Source:</i> Federal Communications Commission, Form 477 (June 2019, Version 1) <i>Definition:</i> The percentage of Neighborhood Tabulation Areas having three or more Internet Service Providers that each offer fiber optic service to at least one business end user in a census block within that Neighborhood. <i>Notes:</i> |
| New York City households with a residential broadband subscription | 71% | CY 2017 | 71% | CY 2018 | Increase | <i>Data Source:</i> U.S. Census Bureau, American Community Survey, 1-year Public Use Microdata Sample (2018) <i>Definition:</i> The percentage of New York City households who report having a residential broadband subscription as estimated in the U.S. Census American Community Survey. <i>Notes:</i> |
| New York City households with three or more residential broadband provider options | 36% | CY 2017 | 36% | CY 2018 | Increase | <i>Data Source:</i> Federal Communications Commission, Form 477 (June 2019, Version 1) <i>Definition:</i> The percentage of New York City households having three or more internet Service Providers that offer residential broadband speed service to at least one end user within the household's census block group. The Federal Communications Commission's standard for 'broadband' internet service is a download speed of at least 25 megabits per second (Mbps) and an upload speed of at least 3 Mbps. <i>Notes:</i> Due to data issues in the broadband service reporting data provided by the Federal Communications Commission (FCC) in the June 2019, Version 1 of Form 477 for Altice/Cablevision, data from the December 2017, Version 3 Form 477 report have been used for this analysis. The FCC Form 477 standard for whether service is "available" from a reporting ISP to a census block is different, both in language and substance, from the standards required to be met by the City's cable television franchisees under their respective franchise contracts with the City regarding deployment and service availability. Nothing in this report is intended to express or describe any information, conclusion or opinion on the degree to which any franchisee has or has not complied with their franchise contract obligation. |
| NYC Secure App downloads | 57,000 | As of April 2019 | 99,500 | As of March 2020 | 300,000 by 2021 | <i>Data Source:</i> NYC Cyber Command <i>Definition:</i> The total number of downloads of the NYC Secure App. <i>Notes:</i> |

| Indicator Name | Baseline Data | Baseline Period | Latest Data | Latest Period | Target | Notes |
|--|---------------|-----------------|-------------|---------------|----------|--|
| Use of New York City public computer centers | N/A | N/A | N/A | N/A | Increase | <i>Data Source:</i> <i>Definition:</i> <i>Notes:</i> Updated data not available. |

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

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

Note: The "New Yorkers who use NYC Care" indicator has been removed to better reflect the City's commitments. 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 primary and specialty care physicians, pharmacies, and mental health and substance abuse services through NYC Care.

City Agency Acronyms

| | |
|---------------|--|
| BIC | Business Integrity Commission |
| BPL | Brooklyn Public Library |
| CAU | Mayor's Community Affairs Unit |
| CCHR | New York City Commission on Human Rights |
| CEC | Civic Engagement Commission |
| CGE | Commission on Gender Equity |
| CH | City Hall |
| CITY LEG | Mayor's Office of City Legislative Affairs, also referred to as 'CLA' |
| CPP | Mayor's Office of Climate Policy & Programs |
| CUNY | The City University of New York |
| Cyber | NYC Cyber Command, also referred to as 'NYC3' |
| DCA | Department of Consumer Affairs, now called 'Department of Consumer and Worker Protection (DCWP)' |
| DCAS | Department of Citywide Administrative Services |
| DCLA | Department of Cultural Affairs |
| DCP | Department of City Planning |
| DDC | Department of Design and Construction |
| DEP | Department of Environmental Protection |
| DHS | Department of Homeless Services |
| DMOPS | Deputy Mayor for Operations |
| DMSPI | Deputy Mayor for Strategic Policy Initiatives |
| DOE | Department of Education |
| DOHMH | Department of Health and Mental Hygiene |
| DOI | Department of Investigation |
| DOITT | Department of Information Technology and Telecommunications |
| DOT | Department of Transportation |
| DPR | Department of Parks and Recreation, also referred to as 'Parks' |
| DSNY | New York City Department of Sanitation |
| DSS | Department of Social Services |
| DYCD | Department of Youth & Community Development |
| EDC | Economic Development Corporation |
| ENDGBV | Mayor's Office to End Domestic and Gender-based Violence |
| FDM | First Deputy Mayor |
| H+H | Health + Hospitals |
| HPD | Housing Preservation and Development |
| HRA | Human Resources Administration |
| IGA | Mayor's Office of Intergovernmental Affairs |
| INT'L AFFAIRS | Mayor's Office for International Affairs, also referred to as 'IA' |

City Agency Acronyms

| | |
|-----------------|---|
| LAW | New York City Law Department |
| LPC | Landmarks Preservation Commission |
| MOCJ | Mayor's Office of Criminal Justice |
| MOCS | Mayor's Office of Contract Services |
| MOCTO | Mayor's Office of the Chief Technology Officer |
| MOFP | Mayor's Office of Food Policy |
| MOIA | Mayor's Office of Immigrant Affairs |
| MOPT | Mayor's Office to Protect Tenants |
| MOR | Mayor's Office of Resiliency |
| MOS | Mayor's Office of Sustainability |
| MWBE | Mayor's Office of Minority and Women-Owned Business Enterprises |
| NYCEM | New York City Emergency Management |
| NYCHA | New York City Housing Authority |
| NYPD | New York City Police Department |
| NYPL | New York Public Library |
| OER | Mayor's Office of Environmental Remediation |
| OLR | Office of Labor Relations |
| OMB | Mayor's Office of Management and Budget |
| OPGV | Mayor's Office to Prevent Gun Violence |
| NYC Opportunity | Mayor's Office for Economic Opportunity |
| OPS | Mayor's Office of Operations |
| PDC | Public Design Commission |
| PEU | Mayor's Public Engagement Unit |
| QPL | Queens Public Library |
| SBS | Department of Small Business Services |
| SCA | School Construction Authority |
| ThriveNYC | Mayor's Office of ThriveNYC |
| TLC | Taxi and Limousine Commission |
| WKDEV | Mayor's Office of Workforce Development |

Other Acronyms and Abbreviations

| | |
|---------|---|
| ASTEP | Accelerated Sales Tax Exemption Program |
| BQDM | Brooklyn Queens Demand Management |
| BQER | Brooklyn-Queens Expressway Rehabilitation |
| CDP | Commodity Distribution Point |
| COH | Commissioner of Health |
| CP | Certificates to Proceed |
| CPTED | Crime Prevention through Environmental Design |
| CY | Calendar Year (January through December) |
| DEC | New York State Department of Environmental Conservation |
| ECR | Electronic Case Reporting |
| EPC | Energy Performance Contract |
| ERM | Enterprise Risk Management |
| EV | Electric Vehicle |
| FEMA | United States Federal Emergency Management Agency |
| FY | Fiscal Year (July through June) |
| GHG | Greenhouse Gas |
| GOSR | New York State Governor's Office of Storm Recovery |
| HLSS | High-Level Storm Sewer |
| HUD | United States Department of Housing and Urban Development |
| LGBTQ | Lesbian, Gay, Bisexual, Transgender, Queer or Questioning Community |
| LL | Local Law |
| LPR | Lawful Permanent Resident |
| M/WBE | Minority- and Women-Owned Business Enterprises |
| MTA | Metropolitan Transportation Authority |
| N/A | Not Applicable |
| NFIP | National Flood Insurance Program |
| NPCC | New York City Panel on Climate Change |
| NYSERDA | New York State Energy Research and Development Authority |
| PANYNJ | Port Authority of New York and New Jersey |
| PQL | Pre-Qualified List |
| RD | Renewable Diesel |
| RFEI | Request for Expressions of Interest |
| RFP | Request for Proposals |
| SWMP | Stormwater Management Plan |
| ULURP | Uniform Land Use Review Procedure |
| UN SDG | United Nations Sustainable Development Goals |
| USACE | United States Army Corps of Engineers |
| WAP | Weatherization Assistance Program |