

2020 Annual Report

Waterfront Management Advisory Board



Prepared by the NYC Department of City Planning

Background

This report provides an overview of the Waterfront Management Advisory Board (WMAB) and its meetings in 2020. The WMAB advises the City on matters related to the waterfront and waterways and guides the Department of City Planning (DCP) on the development of the Comprehensive Waterfront Plan. This plan, published every 10 years, provides a vision for the city's waterfront for the next decade and beyond. DCP launched public engagement for the current plan in early 2019. The plan is expected to be released by June 31, 2021.

The WMAB is convened according to the NYC Charter Chapter 56 § 1303. According to the Charter, the role of the WMAB is consult with and, upon request of the mayor or any city agency, advise the mayor or such agency on any matter relating to the industrial, commercial, residential, recreational, or other use or development of wharves, waterfront property and waterfront infrastructure in the city. The Charter also establishes the parameters for appointing members to the WMAB.

The WMAB consists of nine members appointed by the mayor and nine members appointed by the speaker of the city council, provided that the mayor and the speaker each appoint at least one member from each borough. Appointed members include representatives of various organizations, industries and advocates interested in the industrial, commercial, residential, recreational, or other use or development of the waterfront. The WMAB is also comprised of representatives of DCP, the Mayor's Office of Resiliency (MOR), the Department of Small Business Services (SBS), the Department of Environmental Protection (DEP), the Department of Parks and Recreation (Parks), the Department of Housing Preservation and Development (HPD), and the NYC Economic Development Corporation (EDC).

WMAB Meetings in 2020

The WMAB's first two meetings on 2020 were postponed due to the COVID-19 pandemic. In lieu of meetings, DCP staff reached out to each WMAB member to get a sense of the issues that they or their industry were facing with the pandemic. DCP also relayed its next steps on the Comprehensive Waterfront Plan. DCP informed the WMAB that public outreach would shift to virtual formats until it is declared safe to meet in person again. DCP noted that it expected to hold a series of virtual public workshops beginning in the fall of 2020.

Meeting 1 - September 16, 2020

The focus of this WMAB meeting was the Department of City Planning's recently released [Framework document](#) on the Comprehensive Waterfront Plan. The Framework outlines the initial goals of the plan. DCP noted that these goals will continue to evolve through public outreach and collaboration with partner agencies and organizations. The Framework is organized under six topical themes: public access, water quality and natural resources, the working waterfront, economic activity, ferries, and resilience and climate change. During this meeting, WMAB members shared their general thoughts on the Framework and took deeper dives into several of the topical themes. Due to time constraints, the group did not discuss all six topics.

General Comments on the Framework

- WMAB members highlighted equity as an important principle for the plan and planning process and shared some of their efforts to promote inclusivity along the waterfront. For example, the Billion Oyster Project has been working on a "safe space agreement" with their partners to help address concerns about access to oyster reef sites. This type of agreement helps to establish a

set of shared values for working with diverse groups of students and the owners of the organization's sites along the waterfront.

- Some members of the MWAB liked the idea of highlighting pilot projects that illustrate best practices for balancing multiple waterfront interests in the Comprehensive Waterfront Plan.
- Other WMAB members encouraged DCP to include vision statements for each topic in the plan. These members thought that vision statements would help boost excitement about the plan by declaring where we want to be as a waterfront city in the next 10 years.

Water Quality and Natural Resources

- Climate change and sea level rise threatens coastal habitat, such as salt marshes. These habitats need to be considered in how the city's shoreline is adapted in light of such risks.
- Although NY harbor is the cleanest it has been in over 100 years, it often suffers from an image problem, and people do not always recognize the progress that has been made in improving water quality. Highlighting the return of whales and other marine life to New York harbor is a great way to raise awareness of these improvements and changing public perceptions of water quality. The plan is an opportunity to put a spotlight on these efforts.

The Working Waterfront

- Some WMAB members recommended that DCP investigate zero emission vessels and the role they could play in meeting the city's sustainability goals.
- These members also noted a need to dredge secondary waterways to promote the use of ships to move goods and materials. Such a switch would help reduce truck traffic on the city's roadways.

Public Access

- Some members recommended the creation a public access plan that would establish criteria for evaluating the suitability of public access alongside water-dependent uses. This would help to support the goals of supporting the working waterfront, while also providing safe waterfront public access where appropriate.
- DCP explained that it is in the process of analyzing waterfront public access across the city and noted that the plan will discuss some of the larger issues related to access, such as equity, and assess where and why certain areas are underserved. DCP explained that the plan would also highlight the strategies that would improve and expand public access to the waterfront.

Resilience and Climate Change

- It is important to design waterfront parks and public spaces with different types of flooding in mind, including coastal flooding and stormwater.
- Members discussed the importance of using a range of tools including infrastructure investments, zoning, and buyouts to address the city's vulnerability to coastal flooding. The plan should also lay out a way to guide decisions about development in flood-prone areas based on risk and other land use factors.
- Members acknowledged a need frame coastal resiliency decision making in equity.

Meeting 2 - December 10, 2020

The focus of this WMAB meeting was public outreach on the Comprehensive Waterfront Plan, including a report out on recently completed virtual public workshops. DCP shared a summary of what we heard from New Yorkers during these workshops and how this feedback will be used to shape the goals and

strategies of the plan. After this discussion, the WMAB participated in a brainstorming session to the begin crafting the vision statements that were suggested at the previous meeting. The purpose of the vision statements is to lay out a broad aspiration for each of the plan's topical areas to reach.

Virtual public workshops

During the fall of 2020, DCP hosted 12 virtual public workshops to discuss the preliminary issues and goals within the Framework document. Each of the virtual public workshops focused on a different geography of NYC, but topics and discussions often spanned across the city and its waterways. Over 1,000 people registered for the virtual workshops from all five boroughs. DCP staff noted that small breakout rooms were effective at encouraging participation and moving discussions from one topic to another. Many participants expressed enthusiasm for the promise of the Comprehensive Waterfront Plan and interest in increasing public awareness about a range of waterfront topics, including climate risk, ecology, public access, water quality, and water safety. DCP also noted that meeting summaries were sent to workshop attendees for review and comment prior to posting them on the plan's website waterfrontplan.nyc.

Topic-specific feedback

Public Access

- Many participants spoke of the physical and mental health benefits of having access to the water, particularly during the COVID-19 pandemic. Many also spoke of public access as an environmental justice issue and called for public access to be prioritized in historically marginalized communities.
- Emphasize equitable access to the waterfront.
- Foster a better relationship to the water through educational programming and swimming.
- Connect the waterfront to upland communities and increase its visibility.
- Provide more amenities at the waterfront.
- Increase funding for stewardship and maintenance.

Water Quality/Natural Resources

- Participants were interested in improving the public's perception of the city's waterbodies.
- Promoting stewardship and access to the water will help make people care about water quality.
- Improve water quality with green and grey infrastructure. Strong emphasis on reducing CSOs.
- Improve governance of the natural waterfront and promote best practices.

Working Waterfront

- Conversations about NYC's working waterfront generally focused on the need to preserve and support the working waterfront while raising public awareness about its importance to the city's economy.
- Advocate for the maritime industry and articulate a clear vision for its future.
- Invest in the green economy and connect job seekers, especially those in historically marginalized communities, to emerging job opportunities.

Ferries

- Many participants expressed support for continuing the operation of the NYC Ferry service.
- Some participants favored taking ferries during the COVID-19 pandemic as an alternative to other forms of mass transit.

- Support for the expansion of ferry services where feasible, especially to communities that are underserved by other forms of mass transit.
- There is a perception of conflict between the different kinds of boats that use the city's waterways.

Resilience and Climate Change

- Flood risk and resiliency were often at the forefront of discussions at the virtual workshops. Workshop participants wanted the plan to lay out how the city would adapt to climate change.
- Some participants expressed frustration at the pace of planning for flood resiliency, others called for more public engagement.
- Many participants spoke about climate justice and the need to engage BIPOC communities in resiliency and adaptation efforts.
- Focus on messaging about flood risk and the ways that risk can be reduced.
- There is a need to guide decisions about development in the city's floodplain.

Economic Activity

- Workshop participants saw opportunities to promote economic activity on underutilized areas of the waterfront.
- Some participants saw potential for commercial development on existing piers and boardwalks as a means for spurring economic activity and a way to help cover the cost of repairing waterfront infrastructure.
- Use the waterfront to drive equitable economic recovery from the COVID-19 pandemic.
- Embrace new opportunities for economic activity on the waterfront, such as wind energy and eco-tourism.

Brainstorming Session

Public Access

Challenges: Inequitable access; a need to keep people away from certain uses on the waterfront for security reasons; being in the water can pose a risk to life safety due to temperature, currents, and maritime traffic; waterfront public spaces may be vulnerable to sea level rise if not designed with it in mind; not everyone feels welcome at the waterfront; need for swimming education programs; poor perception of water quality may detract from use and interest in the water.

Opportunities: there are many ways to expand access to the waterfront; visual access can be meaningful when physical access to the water is not possible or prudent; there is potential for public access and industrial uses to coexist (e.g., Sims Recycling, Newtown Creek Waste Water Treatment Plant); opportunity for co-benefits with public access and natural habitat (e.g., Hunter's Point South)

Water Quality and Natural Resources

Challenges: lack of space for wetlands to migrate; waterfront regulations and permitting can limit creative shoreline design; despite improvements, Combined Sewer Overflows are still an issue in certain areas, especially in the South Bronx; water quality improvements are not uniform across the city; the most constrained waterbodies require creative solutions, beyond upgrades to water pollution treatment plants; lack of commercial pump offs for ships.

Opportunities: stewardship opportunities; co-benefits, restored habitat can complement and enhance public access (Hunter's Point South); promote fishing from piers to signal water quality improvements; natural features may help reduce combined sewer overflows and improve water quality; great potential for green infrastructure such as green roofs and bioswales to help absorb stormwater; East Kolkata Wetland is a good example of using aquaculture to manage combined sewer overflows; wetlands for water quality improvements (bio/phytoremediation).

The Working Waterfront

Challenges: aging infrastructure; redevelopment along secondary channels; cost prohibitive maintenance dredging of navigation channels; need to protect waterways with deep drafts and hardened edges for maritime use; permitting challenges; lack of State level 'Marine transportation plan'; need for education in NYC public schools to create a maritime jobs pipeline.

Opportunities: elevate visibility; potential for freight ferries for last mile distribution; marine mammals as working waterfront ambassadors; port is very well-positioned to be a hub for offshore wind.

Ferries

Challenges: Financially constrained; need to increase efficiency/reduce costs; poor connections to onshore transportation.

Opportunities: expand to underserved communities; perception of being safer than other modes of transit during COVID-19 (open air); a switch to electric ferries could promote sustainability; opportunity to increase public education, signage about the waterfront and waterways; potential to increase public access at ferry sites; ferries promote connection to the waterfront; potential ties to ecotourism.

Resilience and Climate Change

Challenges: Increasing risk of flooding; perception that only Manhattan is being protected from flooding; other communities have unique challenges that require locally specific solutions; prioritization of resiliency funding is unclear and not guided by equity; reliance on federal funding.

Opportunities: Work with communities to understand risk and way to reduce it; identify pilot projects to test creative solutions (these can be applied across boroughs, with a focus on the most at-risk areas or environmental justice communities); create incentives to engage the private sector; wetlands and other natural infrastructure as natural flood barriers.

Economic Activity

Challenges: NYC is facing a severe fiscal crisis; high unemployment rate in NYC related to COVID-19 pandemic.

Opportunities: Leverage investment along the waterfront; further promote NYC as hub for maritime industry; economic activity is related to public health (promote healthy communities by creating waterfront access to improve health outcomes and support the economy); improve environment and stimulate the economy by training New Yorkers in emerging fields.

WMAB Member Biographies

Eric Johansson

Captain Johansson is a third generation Port of NY/NJ Captain and Distinguished Service Professor at Maritime College. He holds a Master of Science in International Transportation Management and is the innovative and forward-leaning founder of the annual SUNY Maritime College Towing Forum, now in its 19th year. Published funded research projects include: Hunts Point Terminal Market: The Demand for Waterborne Transportation as a Part of the Outbound Distribution System, Offshore Wind Development and Research, Economic Impact of Siltation on NYC's Small Waterways, Maritime Support Service Location Study (MSSLS), and Economic Analysis Brooklyn Navy Yard". In addition to his research, Captain Johansson serves on many local maritime committees such as Harbor Safety Committee, Energy Subcommittee, and Harbor School Professional Advisory Committee and National Maritime Committees.

Mychal Johnson

Mychal Johnson has a long-standing track record in community-based advocacy for environmental, economic, and social justice in the South Bronx. He is a co-founder of South Bronx Unite and a member of the Board of Directors of the Mott Haven-Port Morris Community Land Stewards. He also serves on the Board of Directors of the NYC Community Land Initiative, the Bronx Council for Environmental Quality, and the Watershed Advisory Committee of the Park's Department Harlem River Watershed and Natural Resources Management Plan and the Community Advisory Board of Columbia University's NIEHS Center for Environmental Health in Northern Manhattan. Mychal was also appointed as a civil society voting member of the New York State Department of Environmental Conservation Open Space Committee. He advocates for greater access to green space, truly affordable housing and quality of life enhancing efforts without gentrification in the South Bronx.

Jessica Katz

Jessica Katz is the Executive Director of the Citizens Housing Planning Council (CHPC). CHPC aims to develop and advance practical public policies to support the housing stock of the city by better understanding New York's most pressing housing and neighborhood needs. Prior to joining CHPC, Jessica served as the Associate Commissioner for New Construction from the New York City Department of Housing Preservation and Development (HPD). In that role, she oversaw the creation of thousands of units of affordable and special needs housing—serving everyone from the formerly homeless to middle income New Yorkers. She previously held a variety of roles at HPD, including as Assistant Commissioner of Special Needs Housing, Senior Advisor to the Commissioner, and Assistant Commissioner for Preservation Finance.

Edward Kelly

Edward J. Kelly is the Executive Director of the Maritime Association of the Port of New York/ New Jersey and is responsible for managing the diverse activities of the Association and helping to develop the enhanced safety, security, ecological sustainability, and economic viability of the many maritime related industries in our Port. Ed has devoted many years as a Director of the New York Shipping Association, the Carriers Container Council, the USMX, and the Steamship Operators Intermodal Committee. He has served on many joint labor / managements committees and trust funds. He is also currently serving as a member of NOAA's Hydrographic Services Review Panel. Ed also serves as an Industry Advisor to the Urban Assembly School for Global Commerce, and SUNY Maritime College. Ed completed his MBA studies at Pace University in New York City, and holds a certificate in Intermodal Transportation from the FDR Institute.

Aaron Koffman

Aaron is a Principal and heads Hudson's affordable housing arm totaling over 4,000 units – including the 4 largest solar PV systems on multi-family projects in New York State. Aaron is the project lead on several large affordable housing/ mixed-use new construction developments in the city including: the 992-unit La Central development in the South Bronx, the 740-unit Spofford Detention Center Redevelopment in Hunts Point and the 56-building affordable preservation portfolio in central Brooklyn. Aaron is a New York State Volunteer Firefighter who earned his Bachelor of Arts in Economics from UC Berkeley and his Master of City Planning from MIT. Aaron also serves on the Boards of the NYU Furman Center, Coro New York, and the Center for Urban Pedagogy.

Roland Lewis

Roland Lewis is the President and CEO of the Waterfront Alliance. A lifetime New Yorker, Roland has been at the helm of the Waterfront Alliance since its founding in 2007. Under his leadership, the Waterfront Alliance has organized a powerful constituency for a more resilient, accessible, and equitable New York Harbor. The organization has instituted programs, initiated and helped create a new waterfront plan for the City of New York, and become the leading waterfront policy organization in the New York region, known nationally and internationally. A graduate of Columbia University, he then went on to earn both a Master of City and Regional Planning and a Juris Doctor from Rutgers University. He served as co-chair of Housing First! and is on the board of the Nonprofit Coordinating Committee of New York.

Pete Malinowski

Pete grew up farming oysters with his parents on the Fishers Island Oyster farm. After graduating from Vassar college, he began working at the New York Harbor School where he founded the Aquaculture and Oyster Restoration Programs. After 5 years as a public school teacher, Pete left Harbor school in 2014 to develop Billion Oyster Project where he is now Executive Director. Billion Oyster Project is a non-profit organization dedicated to restoring oyster reefs to New York Harbor through public education initiatives. Based on Governors Island, it has grown into a region-wide initiative involving over 75 schools, 80 restaurants and thousands of community members working together to restore New York's once great oyster population. Pete also serves as a Co-Chair on the Governors Shellfish Restoration Council. Dr.

Dr. Geeta Mehta

Dr. Geeta Mehta is an adjunct professor of architecture and urban design at Columbia University. Geeta's research focuses on Social Capital and bringing to center stage its role in enhancing neighborhoods, public health, education, skill empowerment, and resilience to climate change and other shocks. Geeta is the innovator of Social Capital Credits (SoCCs), a community currency for social good that is being used in USA, India, Ghana, Kenya through Asia Initiatives, an NGO she founded. Geeta is also the co-founder of "URBZ: User Generated Cities", that works with underserved communities to help improve neighborhoods through advocacy and better public spaces and homes.

Michael Northrop

Michael Northrop is Program Director for the Sustainable Development grant-making program at the Rockefeller Brothers Fund where he focuses on climate change. Michael has been a Lecturer at Yale University's Forestry and Environmental Studies School, Executive Director of Ashoka, an international development organization that supports "public sector entrepreneurs;" and an Analyst at First Boston, an investment bank in New York City. Michael serves on New York City's Sustainability Advisory Board

and on the boards of the Rainforest Action Network, Inside Climate News, and Princeton-in-Asia. Michael has an MPA and a BA from Princeton University.

Kate Orff

Kate Orff is the Founder of SCAPE, a landscape architecture and urban design firm based in Lower Manhattan. SCAPE's work has focused on the ecological and social revitalization of urban water bodies and combining public space and new forms of participation. Kate is also an Associate Professor and Director of Columbia University GSAPP's Urban Design Program. Kate was named a MacArthur Fellow in 2017, the first given in the field of Landscape Architecture. She graduated with a bachelor's degree in Political and Social Thought from the University of Virginia with Distinction and earned a master's in landscape architecture from the Graduate School of Design at Harvard University.

Debi Rose

Debi Rose serves as Deputy Majority Leader in the New York City Council, representing the North Shore of Staten Island. After her re-election in November 2017, Councilmember Rose was appointed Chair of its Committee on Youth Services and a member of the Council's Committees on Aging, Education, Justice System and Transportation, as well as the Council's Budget Negotiating Team. As former Chair of the Committee on Waterfronts, Council Member Rose sponsored legislation to reactivate the Waterfront Management Advisory Board to ensure that New York City is harnessing the full value of its immense waterfront. Councilmember Rose is a second-generation Staten Island native and the first African American from Staten Island elected to any public office. She also served on Staten Island's Community Board 1 for 28 years and the Community School Board for 13 years.

Rafael Salamanca Jr.

Rafael Salamanca Jr. is the Councilmember for the 17th District of the New York City Council, representing the South Bronx. Beginning his career working in healthcare to expand access for low income and working families, Councilmember Salamanca then went on to serve as the District Manager for Bronx Community Board 2. He also previously served as the President of the 41st Precinct Council, working closely with the NYPD and other local leaders to help improve public safety in the community. On the Council, Salamanca has fought for new, good-paying jobs by requiring that companies investing in the community hire local residents, including our youth. Councilmember Salamanca has fought to bring affordable housing to the South Bronx, focusing on ensuring residents of all incomes have access to new apartments.

Peggy Shepard

Peggy Shepard is co-founder and executive director of WE ACT For Environmental Justice and has a long history of organizing and engaging Northern Manhattan residents in community-based planning and campaigns to address environmental protection and environmental health policy locally and nationally. She has successfully combined grassroots organizing, environmental advocacy, and environmental health community-based participatory research to become a national leader in advancing environmental policy and the perspective of environmental justice in urban communities — to ensure that the right to a clean, healthy, and sustainable environment extends to all. Her work has received broad recognition: The Jane Jacobs Medal from the Rockefeller Foundation for Lifetime Achievement, the 10th Annual Heinz Award For the Environment, the Dean's Distinguished Service Award from the Columbia Mailman School of Public Health, and Honorary Doctorates from Smith College and Lawrence University.

Paul Sieswerda

Paul Sieswerda is the Executive Director of New York's Gotham Whale, an advocacy group that combines citizen activism and science by collecting research data throughout the area. Gotham Whale seeks to improve the health of New York's environment, for the betterment of humans and marine life. Growing up, Paul discovered his passion for marine life as a recreational SCUBA diver and spent much of his working life leading educational and research programs with aquariums. After retirement from that field, Paul founded Gotham Whale under the Staten Island Zoological Society and works on expanding his organization from year to year.

Kellie Terry

Kellie began her career at THE POINT CDC in 2002, a non-profit organization dedicated to the revitalization of the South Bronx through arts & culture, youth development and community development. In 2004, Kellie became Executive Director, overseeing organizational development, fundraising, arts based and environmental justice campaigns for the agency for over ten years. Kellie went on to join The Surdna Foundation as a Program Officer on The Sustainable Environments Team in 2015 where she currently works to support equity and sustainability efforts nationally. Kellie has completed the Executive Leadership Development Program with Columbia University's Institute for NonProfit Management, The We Are the Bronx Fellowship Program and has received recognition for her work from institutions such as El Diario la Prensa, New York City's largest and oldest Spanish-language daily newspaper. Kellie also served as The Board Chair of The New York City Environmental Justice Alliance and is a Board member of The Bronx River Alliance and The Norcross Foundation. A proud mother of two, Kellie currently lives in the Bronx with her two sons, Ali and Naim.

Jay Valgora

Jay Valgora founded Manhattan-based STUDIO V Architecture, dedicated to the reinvention of the contemporary city. The Studio is focused on transforming and reconnecting edges, creating sustainable resilient communities, radical adaptive reuse of industrial and historic structures, and experiments in innovative fabrication. New York's waterfront provides the location of much of his most prominent work as STUDIO V has been reimagining NYC's waterfront including Astoria, Inwood, Long Island City, Flushing, DUMBO, Gravesend, Sunset Park, and Staten Island. Jay's award-winning design of Empires Stores exemplifies his philosophy: combining historic and contemporary design, overlapping uses, and private initiatives with public and cultural spaces. Jay has a Master of Architecture from Harvard University, a Bachelor of Architecture from Cornell, and is a Fulbright Fellow.

Kelly Vilar

Kelly Vilar is the founder of the Staten Island Urban Center--a community development through community involvement organization focused on the betterment of urban neighborhoods of Staten Island. She is a former member of Staten Island's Community Board No. 1 and served as chair of the Youth Committee forwarding the first North Shore Youth Agenda. In 2015, Kelly formed the Let's Rebuild Cromwell Community Coalition and authored the proposal to develop a Maritime Education, Recreation & Cultural Corridor aka MERC for Staten Island's North Shore waterfront. Kelly is vice chair of the Caribbean Cultural Center African Diaspora Institute, a multidisciplinary center for global afro descendent culture integrating arts, education and activism. Kelly holds a Master's Degree in Urban Policy & Planning from the New School for Social Research and has extensive experience in youth and community development.

Henry Wan

Henry Wan is a builder/developer of affordable housing, construction manager, general contractor, property manager and real estate consultant, active in NYC since 1980. He has built and renovated over a thousand affordable housing dwelling units, both privately and under HPD and NYC Housing Partnership programs. He is a Registered Architect (NY), a member of American Institute of Architects and graduated from the University of Illinois with M. Arch. and B. A. Henry Wan is also a Founding Board Member of the Hong Kong Dragon Boat Festival in New York Inc., since 1991.

Dr. Judith Weis

Dr. Judith S. Weis is a Professor Emerita of Biological Sciences at Rutgers University, Newark. She received her BA degree from Cornell, and MS and PhD from NYU. She has published over 200 scientific papers, two technical books, and books for the general public about salt marshes, fishes, crabs, and marine pollution. She is interested in stresses in estuaries and salt marshes, and their effects on organisms, populations, and communities. She is interested in shorelines – natural, restored, hardened, and “living shorelines” and the services they provide, including biological diversity and resilience. Research includes effects of contaminants on behavior and ecology; marsh grasses as habitat; invasive marsh plants effects, mostly in NY/NJ. She serves on the editorial board for BioScience and is a Fellow of the American Association for the Advancement of Science. She chairs the Science Advisory Board of NJ Dept. of Environmental Protection, and co-chairs the Science & Technical Advisory Committee of the NY/NJ Harbor Estuary Program. In 2016, she received the Merit Award from the Society of Wetland Scientists.

About DCP

DCP plans for the strategic growth and development of the City through ground-up planning with communities, the development of land use policies and zoning regulations applicable citywide, and its contribution to the preparation of the City’s 10-year Capital Strategy. DCP promotes housing production and affordability, fosters economic development and coordinated investments in infrastructure and services, and supports resilient, sustainable communities across the five boroughs for a more equitable New York City.