

# Indicators

In order to track our progress toward meeting the goals detailed in OneNYC, we developed a set of key indicators that will be reported on an annual basis.\* These 55 quantitative indicators are designed to hold us accountable while providing instructive data on the effectiveness of OneNYC programs and policies. They are critical to maintaining transparency, but also represent the means by which we will assess our efforts.

OneNYC includes many new indicators that reflect the expanded scope and breadth of the plan, as well as its emphasis on addressing issues of equity for our residents. Several of the sustainability indicators overlap with past plans. OneNYC annual Progress Reports will continue tracking past initiatives.

Indicator data is either provided by fiscal year or calendar year, depending on the data source; for some data, there is a multi-year time lag due to data availability.

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\*OneNYC has a total of 27 goals, 21 of which have goal-level indicators. The remaining six will be tracked at the initiative level in the annual Progress Report.

Vision	Goal	Indicator	Target	Figure for most recent year	
VISION 1: OUR GROWING, THRIVING CITY	Vision-level Indicators	Population	9 million	8.4 million	
		Median household income	Increase	\$52,250	
		Gross City Product growth	Outperform national economy annually	\$647 billion	
		Total number of jobs	4.896 million by 2040	4.166 million	
		Number of jobs accessible to the average New Yorker within 45 minutes by transit	1.8 million by 2040	1.4 million	
		Share of New Yorkers that can access at least 200,000 jobs within 45 minutes by transit	90% by 2040	83%	
		Number of housing units issued New Building Permits	240,000 total between 2015 and 2024 250,000-300,000 between 2024 and 2040	200,180	
	New York City will have the space and assets to be a global economic leader and grow quality jobs across a diverse range of sectors				
	Industry Expansion & Cultivation	Number of jobs in the City	4.896 million by 2040	4.166 million	
		Share of jobs in innovation industries	20% by 2040	15%	
		Median household income	Increase	\$52,250	
		Gross City Product growth	Outperform national economy annually	647 billion	
	New York City will have a workforce equipped with the skills needed to participate in the 21st century economy				
	Workforce Development	Labor force participation rate	Increase from 61%	61%	
		Number of individuals receiving industry-focused training each year	30,000 by 2020	8,900	
		Number of NYC public school students attaining Associate's or Bachelor's degrees	Increase	N/A	
	New Yorkers will have access to affordable, high-quality housing coupled with robust infrastructure and neighborhood services				
	Housing Supply & Affordability	Number of new construction affordable housing units	80,000 by 2024	6,191 units	
		Number of affordable housing units preserved	120,000 by 2024	11,185 units	
		Total new construction permits issued (affordable and market rate housing units)	240,000 by 2024 and additional 250,000 to 300,000 by 2040	22,801 units	
	All New Yorkers will have easy access to cultural resources and activities				
	Culture	Number of public cultural and civic events in community districts with the highest rates of poverty and lowest rates of public cultural and civic programming	Increase	N/A	
	New York City's transportation network will be reliable, safe, sustainable, and accessible, meeting the needs of all New Yorkers and supporting the city's growing economy				
	Transportation	Overall rail transit capacity into the Manhattan core measure (8am-9am)	20% Increase (2040)	627,890 (2015)	
		NYC In-Season Commuter Cycling Index	844 (2020)	437	
		Share of cargo volumes by rail	Increase by 5% (2040)	2.3% (2007)	
		Share of cargo volumes by water	Increase by 3% (2040)	5% (2007)	
Every resident and business will have access to affordable, reliable, high-speed broadband service everywhere by 2025					
Broadband	Number of NYers with (affordable, reliable, high-speed) internet service at home	100% by 2025	78.10%		
	% of New Yorkers with access to free public WiFi within 1/8th of a mile from home	Cover a crucial mass of public spaces	13.90%		
	% of commercial enterprises with access to fast, affordable, reliable connection at 1 gbps (gigabits per second) or higher	100% by 2025	N/A		

Vision	Goal	Indicator	Target	Figure for most recent year	
VISION 2: OUR JUST AND EQUITABLE CITY	Vision-level indicator	Poverty Rate: Number of New Yorkers in or near poverty	800,000 people lifted out of poverty or near poverty by 2025	3.7 million	
		Premature mortality rate	143.32 deaths per 100,000 (25% decrease) and dramatically decrease racial/ethnic disparities by 2040	191.09 deaths per 100,000	
		Median household income	Increase	\$52,250	
	Every child in New York City will be nurtured, will be protected, and will thrive				
	Early childhood	Infant mortality rate	3.7 infant deaths per 1,000 live births (20% decrease) and dramatically reducing racial and ethnic disparities by 2040		4.6 infant deaths per 1,000 live births
		Number of 4-year-olds enrolled in full day Pre-K	Increase		53,230
	New Yorkers of all ages will live, work, learn, and play in neighborhoods that promote an active and healthy lifestyle				
	Healthy neighborhoods, active living	Average number of servings of fruits and vegetables that adult New Yorkers eat per day	3 mean servings (25% increase) by 2035		2.4 mean servings
		Percentage of adult New Yorkers that meet physical activity recommendations	80% (2035)		67%
		Percentage of NYC public high school students who report meeting recommended levels of aerobic physical activity	30% (2035)		19%
		Rate of asthma emergency department visits by children	224 per 10,000 (25% decrease) by 2035		299 per 10,000
	All New Yorkers will have access to the physical and mental healthcare services that they need				
	Access to healthcare	Percentage of New Yorkers that felt that they received the medical care that they have needed in the past 12 months	Increase		89%
		Percentage of New Yorkers with a serious psychological distress that received mental health treatment in the past year	Increase		44%
	Among large U.S. cities, New York will continue to be the safest, and will have the lowest rate of incarceration, with a criminal justice system that leads the nation in fairness and efficiency				
	Criminal justice reform	Crime rate	Decrease		110,023 crimes
		Average daily population (ADP) in jail	Decrease		11,408
		Percentage of domestic violence victims turned away from shelters	Decrease		48%
	New Yorkers will continue to embrace Vision Zero and accept no traffic fatalities on New York City streets				
	Vision Zero	Number of traffic fatalities	0		255
Number of serious injuries due to traffic collisions		0		3,766	

Vision	Goal	Indicator	Target	Figure for most recent year
VISION 3: OUR SUSTAINABLE CITY	Vision-level indicator	Greenhouse gas emissions reductions relative to 2005	80% reduction by 2050 relative to 2005	19%
		Reduction in total waste disposed relative to 2005	90% reduction by 2030	12%
		Reduce risk of stormwater flooding in most affected communities	Decrease	
	The New York City's greenhouse gas emissions will be 80 percent lower by 2050 than in 2005			
80x50	Greenhouse gas emissions reductions relative to 2005	80% reduction by 2050 relative to 2005		19%

Vision	Goal	Indicator	Target	Figure for most recent year
VISION 3: OUR SUSTAINABLE CITY CONTINUED	New York City will send zero waste to landfills by 2030			
	Zero Waste	Volume of DSNY-collected refuse (excluding material collected for reuse/recycling) relative to 2005 baseline of ~3.6M tons	90% reduction by 2030 from 2005 baseline	3,193,800 tons
		Curbside and Containerized Diversion Rate	Increase	15.40%
		Citywide diversion rate (including all streams of waste: residential, commercial, construction and demolition, and fill)	Increase	52%
	New York City will have the best air quality among all large U.S. cities by 2030			
	Air quality	Air-quality ranking among major U.S. cities	1st	4th
		Disparity in SO2 across city neighborhoods	50% reduction (2.25 ppb) by 2030	4.51 ppb, range in winter average across CDs in 2013
		Disparity in PM2.5 levels across city neighborhoods	20% reduction (5.32 mg/m3) by 2030	6.65 mg/m3 range annual average across CDs 2013
	New York City will clean up contaminated land to address disproportionately high exposures in low-income communities and convert land to safe and beneficial us			
	Brownfields	Number of tax lots remediated since January 1, 2014	750 (Q1, 2019)	71
	New York City will mitigate neighborhood flooding and offer high-quality water services			
	Water management	Violations with Safe Drinking Water Act	No SDWA violations	0 violations of SDWA
Backlog of catch basin repairs		Maintain < 1%	0.25%	
Combined Sewer Overflow capture rate		Increasing	78%	
All New Yorkers will benefit from useful, accessible, and beautiful open spaces				
Parks and natural resources	Percentage of New Yorkers living within a walking distance of a park	85% by 2030	79.50%	

Vision	Goal	Indicator	Target	Figure for most recent year
VISION 4: OUR RESILIENT CITY	Vision-level indicators	Eliminate disaster-related long-term displacement of New Yorkers from homes by 2050	Eliminate by 2050	N/A
		Reduce the Social Vulnerability Index for neighborhoods across the city	Reduce	4
		Reduce average annual economic losses resulting from climate related events	Reduce	\$1.7B
	Every city neighborhood will be safer by strengthening community, social, and economic resiliency			
	Neighborhoods	Capacity of accessible emergency shelters	120,000	10,000
		Rate of volunteerism among New Yorkers	25% by 2020	18%
	The city's buildings will be upgraded against changing climate impacts			
	Buildings	Percentage of households in the 100-year floodplain with flood insurance policies	Increase	55%
		Square footage of buildings upgraded against flood risk	Increase	N/A
		Number of elevated homes in the Build-it-Back program	Increase	31 underway
	Infrastructure systems across the region will adapt to maintain continued services			
	Infrastructure	Customer-hours of weather-related utility and transit space service outages	Decrease	N/A
Percentage of hospital and long-term care beds benefitting from facility retrofits for resiliency		100% by 2020	79%	
New York City's coastal defenses will be strengthened against flooding and sea level rise				
Coastal Defense	Linear feet of coastal defenses completed	Increase	36,500	
	Acres of coastal ecosystems restored	Increase	N/A	
	Number of residents benefiting from coastal defenses and restored ecosystems	Increase	200,000	

# Summary of Initiatives

The table below shows the funding status and funding source for each OneNYC initiative and supporting initiative. Specific funding details for newly funded initiatives are available in a separate table featured in the FY'16 Message of the Mayor, and are marked with an asterisk.

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## KEY FOR CHART

Funded*/Partially funded*	Funding detail available in FY '16 Message of the Mayor (visit <a href="http://nyc.gov/omb">nyc.gov/omb</a> )
Funded	Funded in 2014
Partially funded	Some resources provided by City or other sources
Budget neutral	Initiative requires no new resources and/or funds were reallocated within agency budget
In planning	The City has begun planning or feasibility study for this initiative
Call for action	The City will work with other governmental or private entities to secure funding or enact legislative change

# Vision 1: Our Growing, Thriving City



## INDUSTRY EXPANSION AND CULTIVATION

<b>Initiative 1</b> Maintain New York as the global capital for innovation by supporting high-growth, high-value industries	A. Maintain and grow New York City's traditional economic sectors.	DCP and others	Budget neutral	N/A
	B. Ensure that businesses in emerging sectors are able to find and fit out the space they need to start, grow, and scale their companies.	EDC	In planning	N/A
<b>Initiative 2</b> Make triple bottom line investments in infrastructure and City-owned assets to capture economic, environmental, and social returns	A. Support a state-of-the-art food production and distribution industry.	EDC	Funded*	City capital
	B. Activate the City's industrial assets to support the creation of quality jobs.	EDC	Funded*	City capital
<b>Initiative 3</b> Foster an environment in which small businesses can succeed	A. Reduce the regulatory burden on small businesses through the Small Business First plan.	SBS	Funded*	City capital



## WORKFORCE DEVELOPMENT

<b>Initiative 1</b> Train New Yorkers in high-growth industries, creating an inclusive workforce across the city	A. Establish and expand Industry Partnerships.	SBS	Funded*	City operating
	B. Use Common Metrics for workforce programs.	Mayor's Office	Funded*	City capital and operating
	C. Create bridge programs to prepare low-skill job seekers.	DYCD, Mayor's Office	Funded*	City operating
	D. Ease path to employment for formerly incarcerated people.	Mayor's Office	Budget neutral	Regulatory/legislative
<b>Initiative 2</b> Leverage OneNYC investments to train and employ New Yorkers of all skill levels	A. Leverage City investments to create jobs and training opportunities for New Yorkers, and encourage targeted hiring.	SBS	Funded*	City capital and operating
	B. Capitalize on the Career Pathways Construction Industry Partnership to create and expand construction training and employment opportunities for traditionally underrepresented New Yorkers.	SBS	Funded*	City operating
	C. Support the creation of, and training for, green jobs	DEP, Mayor's Office	Funded	City operating
<b>Initiative 3</b> Ensure that all New York City students have access to an education that enables them to build 21st century skills through real-world, work-based learning experiences	A. Significantly expand access to computer science/technology education across New York City public schools by 2020.	DOE	In planning	N/A
	B. Strengthen and expand Career and Technical Education programs.	DOE	In planning	N/A
	C. Expand Transition Coordination Centers to every borough by 2020 to improve postsecondary outcomes for students with disabilities.	DOE	In planning	N/A
	D. Explore the opportunity to create bilingual learning environments to promote multilingualism among New York City students.	DOE	Budget neutral	City operating
<b>Initiative 4</b> Increase postsecondary attainment	Increase postsecondary attainment by promoting high-school graduation, college matriculation and degree completion.	CUNY, DOE	Funded	City operating

VISION 1



## HOUSING

<b>Initiative 1</b> Create and preserve 200,000 affordable housing units over ten years to alleviate New Yorkers' rent burden and meet the needs of a diverse population. Support efforts by the private market to produce 160,000 additional new units of housing over ten years to accommodate a growing population.	A. Maximize the use of City-owned land for new housing.	HPD, EDC	Funded*	City capital
	B. Conduct collaborative, holistic neighborhood planning to support new mixed-income housing creation with supporting infrastructure and services.	HPD, DCP	Budget neutral	City capital
	C. Establish a Mandatory Inclusionary Housing program to promote economic diversity and affordable housing development.	HPD, DCP	Budget neutral	Regulatory/legislative
	D. Expand opportunities for minority- and women- owned enterprises and expand the pool of developers building affordable housing.	HPD, SBS & others	Budget neutral	N/A
	E. Support and expand efforts to preserve affordable units through neighborhood planning and outreach.	HPD, DCP	Budget neutral	N/A
	F. Foster large-scale development at potential major site assemblages.	HPD, DCP, EDC	In planning	N/A
<b>Initiative 2</b> Support efforts to create new housing and jobs throughout the region	A. Collaborate with regional municipalities and housing agencies on shared priorities.	DCP	Budget neutral	City operating
<b>Initiative 3</b> Expand housing and related services to support the city's most vulnerable populations	A. Strengthen community-based homelessness prevention systems.	DHS	Funded*	City operating
	B. Create a more streamlined process for intake, assessment, and rehousing to end veteran homelessness.	HPD, DHS	Funded*	City operating
	C. Develop affordable housing appropriate to community needs, including housing for families, supportive housing, and senior housing.	HPD	Funded*	City capital
	D. Expand rental assistance and aftercare to support individuals transitioning from shelters to permanent housing.	DHS, HPD, NYCHA	Funded*	City operating
	E. Expand housing options for people with disabilities by increasing oversight, targeting placement strategies, and accessing housing subsidies.	HPD	Funded*	City operating
	F. Advocate for state and federal funding to increase supportive housing production.	HPD, Mayor's Office	Budget neutral	Regulatory/legislative



## THRIVING NEIGHBORHOODS

<b>Initiative 1</b> Support creation of vibrant neighborhoods by alleviating barriers to mixed-use development and utilizing available financing tools	A. Pursue neighborhood planning strategies that expand opportunities for mixed-use development, and especially for attraction of retail and services to underserved neighborhoods.	SBS, DCP	Funded*	City operating
	B. Maximize the use of available financing tools that assist the commercial components of mixed-use projects to support vibrant mixed-use neighborhoods.	SBS, DCP	Funded*	City operating
<b>Initiative 2</b> Make strategic investments for livable neighborhoods	Make strategic investments for livable neighborhoods.	DCP	Budget neutral	City capital and operating


**CULTURE**

<b>Initiative 1</b> Ensure well-used, high-quality cultural facilities and programming in all neighborhoods	A. Provide funding and capacity-building support to local cultural organizations to create public art and programming in underserved areas.	DCLA	Funded*	City operating
	B. Facilitate cultural partnerships, such as artists-in-residence, in public agencies.	DCLA	Funded*	City operating
	C. Streamline the permitting process in order to increase access to public spaces and facilities for community events.	DCLA	Budget neutral	N/A
	D. Increase use of parks and public spaces by expanding cultural, educational, and civic engagement programming available to the public.	DCLA	In planning	N/A


**TRANSPORTATION**

<b>Initiative 1</b> Support full funding of the MTA capital plan	The City will look to every level of government to support the modernization and expansion of New York's transit system.	DOT & others	Partial funding	MTA & others
<b>Initiative 2</b> Improve existing transit services	A. Relieve congestion on major subway corridors.	DOT & MTA	Partial funding	MTA
	B. Improve and expand bus transit throughout the City.	DOT & MTA	Funded*/partial funding	City capital and operating, & MTA
<b>Initiative 3</b> Plan for major expansions of the transit network	A. Develop a regional transit strategy to address the growing number of commuters from west of the Hudson River.	PANYNJ, AMTRAK & others	Partial funding	PANYNJ, AMTRAK & others
	B. Study new subway routes in underserved communities and other improvements to the subway network.	MTA	Call for action	MTA
	C. Expand the ferry network.	EDC	Funded*	City capital and operating
	D. Expand and improve service to and within Staten Island.	DOT & MTA	Call for action/ budget neutral	MTA/City capital and operating
<b>Initiative 4</b> Expand the City's bike network	A. Continue to expand the City's bike lane network, especially to neighborhoods with limited bike infrastructure.	DOT	Funded*	City operating
	B. Improve bike access on bridges.	DOT	Funded*	City capital and operating
	C. Expand bike share.	DOT	Funded	Private
<b>Initiative 5</b> Expand the accessibility of the City's transportation network to people with disabilities	A. Increase accessibility of the pedestrian network to people with disabilities.	DOT	Funded*	City capital and federal
	B. Improve accessibility to bus services for transit users with disabilities.	DOT	Funded*	City capital and operating
	C. Improve convenience and reliability of modes of transit for New Yorkers with disabilities.	MTA, TLC	Funded	City operating, private
<b>Initiative 6</b> The City will make the trucking sector greener and more efficient, and continue to expand freight movement via rail and water where possible	A. Encourage water and rail freight to the New York region through projects such as the Cross-Harbor Rail Tunnel and Brooklyn Marine Terminals.	PANYNJ, EDC	Call for action	City capital, federal, & PANYNJ funding
	B. Reduce the impact of the trucks that must bring freight "the last mile" to market.	DOT, EDC	Partially funded*	City operating
	C. Expand JFK Airport's air freight activity.	PANYNJ, EDC	Call for action	PANYNJ





## TRANSPORTATION

<b>Initiative 7</b> Expand airport capacity	Work with PANYNJ, NY State, and the Federal Government to expand flight capacity and improve airport facilities and terminals in the region's airports, particularly LaGuardia and JFK.		Call for action	PANYNJ
<b>Initiative 8</b> Provide reliable, convenient transit access to all three of the region's major airports	Work with the Port Authority, the MTA, and the State of New York to develop a plan for better transit options in the longer term to LGA.	PA, MTA, NYS	Call for action	PANYNJ
<b>Initiative 9</b> Improve the City's roads, bridges, and highways	Department of Transportation Bridge and Highway Structure Rehabilitation/Reconstruction Program; and Street Reconstruction and Resurfacing Program.	DOT	Funded*	City capital




## INFRASTRUCTURE PLANNING

<b>Initiative 1</b> Secure funding sources that are equitable, sustainable, and dedicated to our core infrastructure	A. Advocate for robust federal commitment to funding infrastructure.	Mayor's Office	Call for action	Federal
	B. Leverage land-use actions to encourage infrastructure investments.	DCP	Budget neutral	Regulatory/ legislative
<b>Initiative 2</b> Maximize the economic, environmental, and social benefits of infrastructure investments	The City should maintain a focus on achieving a state of good repair for its infrastructure assets while prioritizing projects that are socially, fiscally, and environmentally advantageous.	Mayor's Office, DCP	Budget neutral	N/A
<b>Initiative 3</b> Enhance capital project delivery	A. Reform state laws to enable design-build.	DOT, Mayor's Office	Budget neutral	Regulatory/ legislative
	B. Expand the Accelerated Work Program.	DEP, DDC	Funded	City capital
	C. Improve project scoping and design to improve green-building and save costs.	Mayor's Office	Funded*	City operating
	D. Modernize project delivery requirements and project management processes.	Mayor's Office	Budget neutral	N/A





## BROADBAND

<b>Initiative 1</b> Promote competition in the residential and commercial broadband markets	Create new or expanded franchises and alternative service models to expand infrastructure and produce more competition and increase affordability by 2025.	Mayor's Office, DoITT	Budget neutral	Legislative/ regulatory
<b>Initiative 2</b> Provide high-speed, residential Internet service for low-income communities currently without service	Invest in networks providing high-speed residential access either free or at low-cost for low-income communities.	Mayor's Office, DoITT	Partially funded*	City capital and operating
<b>Initiative 3</b> Increase investment in broadband corridors to reach high-growth business districts, with a focus on outer borough neighborhoods		Mayor's Office, EDC	Partially funded	City capital and operating, State
<b>Initiative 4</b> Promote seamless user experience across public networks to create high-speed access across the boroughs	Ensure a successful citywide roll-out of LinkNYC network; Cover critical mass of the city's public spaces with free Wi-Fi by 2025.	Mayor's Office, DoITT	Budget neutral	Private

VISION 1	 <b>BROADBAND</b>			
	<b>Initiative 5</b> Explore innovative ways to provide high-speed Internet to homes, businesses, and the public	Conduct research on latest broadband developments and trends to help inform the City's strategy on connectivity.	Mayor's Office, DoITT	In planning

## Vision 2: Our Just and Equitable City

VISION 2	 <b>EARLY CHILDHOOD</b>				
	<b>Initiative 1</b> Nurture and protect all infants so they thrive during their first year of life and beyond	A. Create neighborhood spaces dedicated to advancing women's health.	DOHMH	In planning	N/A
		B. Expand the number of "baby-friendly" hospitals to promote access to breastmilk for newborns.	DOHMH	Funded*	City operating
	<b>Initiative 2</b> Offer free, full-day, high-quality pre-kindergarten for every four-year-old to ensure all New York children have the opportunity to enter elementary school with a solid foundation for future success	Continue to focus on developing high-quality early childhood programs through teacher recruitment and training as well as through increased support for students whose native language is not English, students with disabilities, and students from high-need areas.	DOE	Funded*	City operating
	<b>Initiative 3</b> Develop a comprehensive plan for high-quality early childcare	Develop a plan to close the gap in access to childcare.	ACS	Budget neutral	City operating
	 <b>INTEGRATED SOCIAL &amp; GOVERNMENT SERVICES DELIVERY</b>				
	<b>Initiative 1</b> Transform schools into Community Schools	Implement key system-building initiatives to strengthen Community Schools.	DOE	Funded*	City operating
	<b>Initiative 2</b> Establish Neighborhood Health Hubs that co-locate clinical health and mental health services with social services and City agencies to foster improved coordination	Launch Neighborhood Health Hubs in neighborhoods with high health disparities.	DOHMH	Partially funded*	City operating
	<b>Initiative 3</b> Enhance the digital capabilities of NYC 311 to provide easier connections to government and community services and information	Develop ways to enhance the digital experience of New York City residents so they can receive services and information in a more efficient and simple manner.	DoITT & others	Budget Neutral	City capital
	<b>Initiative 4</b> Expand the City's internal data integration capacity to help ensure clients receive the right resources and service at the right times	With greater investments in integrated data systems, the City will also be able to better track the results of its programs.	Mayor's Office, DoITT	Partially funded*	City operating



## HEALTHY NEIGHBORHOODS, ACTIVE LIVING

<b>Initiative 1</b> Improve food access, affordability, and quality, and encourage a sustainable, resilient food system	A. Increase the share of regional food in the NYC food system through investments in the regional food distribution system.	EDC, Mayor's Office	Budget neutral	N/A
	B. Expand and improve quality of New York City school food.	DOE, SCA	Funded*	City capital
	C. Ensure all communities have access to fresh food retail options, with special focus on traditionally underserved neighborhoods.	DOHMH, Mayor's Office	Budget neutral	City operating, private
	D. Support community gardens and urban farms in select neighborhoods in the city.	Mayor's Office & others	Partially funded	Private
<b>Initiative 2</b> Create environments that encourage New Yorkers to be physically active regardless of age	A. Increase opportunities for physical activity in and around schools.	DOE	Funded	City capital
	B. Increase design elements that promote physical activity in buildings.	DOHMH/DDC	Budget neutral	N/A
	C. Provide opportunities for physical activity in the community for residents of all abilities.	DPR/DOHMH	Partially funded	City capital
<b>Initiative 3</b> Address health hazards in homes	A. Reduce asthma triggers in the home.	NYCHA	Partially funded*	City capital
	B. Decrease secondhand smoke exposure in the home.	DOHMH/DOB	Budget neutral	Regulatory/legislative
	C. Reduce housing-related fall hazards for older adults.	DOHMH	Budget neutral	City operating



## HEALTHCARE ACCESS

<b>Initiative 1</b> Ensure all New York City neighborhoods have access to high-quality essential healthcare services	We will fight for critical healthcare services across the City and not accept the closure of any more hospitals in Brooklyn or any other communities which would be left without the medical care we need.	HHC	Funded	Federal
<b>Initiative 2</b> Transform NYC Health and Hospitals Corporation into a system anchored by community-based preventive care	A. Create health access points embedded in communities rather than hospital campuses.	HHC	Budget neutral	HHC capital
	B. Ensure critical hospital services are fully functioning in the face of increased demand, weather disasters, and aging infrastructure.	HHC	Partially funded/ budget neutral	Federal, HHC capital
	C. Adequately provide healthcare services to New York City's growing senior population.	HHC	Budget neutral	HHC capital
<b>Initiative 3</b> Expand access to primary care by establishing health clinics in high-need communities	Create at least 16 Health Clinics in primary care shortage areas.	DOHMH/HHC	Funded*	City operating
<b>Initiative 4</b> Expand access points for mental health and substance abuse care, including integrating primary care and behavioral health services	Co-located and integrated behavioral healthcare in primary care through the integrated Collaborative Care model.	DOHMH/HHC	Funded	City operating
<b>Initiative 5</b> Work with New York State in enabling and supporting the transformation of the healthcare delivery system	A. Integrate patient data across healthcare systems.	HHC	Call for action	State
	B. Transform the Medicaid reimbursement methodology.	DOHMH/HHC	Partially funded/ Call for action	State



## CRIMINAL JUSTICE REFORM

VISION 2

<b>Initiative 1</b> Reduce crime and unnecessary incarceration	A. Use advanced technology and integrated data to accurately and effectively reduce crime.	Mayor's Office	Funded	Asset forfeiture
	B. Reduce crime through changes to criminal justice facilities that will promote concepts of fairness and confidence in the law.	Mayor's Office	Funded	Asset forfeiture, City operating
	C. Enable crime prevention through environmental design.	Mayor's Office	Partially funded	Asset forfeiture
	D. Reduce incarceration by examining risk, needs, programming, and system flow.	Mayor's Office	Partially funded	City operating
<b>Initiative 2</b> Build sustained neighborhood engagement to employ fairness as a crime reduction tool	A. Create neighborhood CompStats with residents and City agencies in high-distress neighborhoods.	Mayor's Office	Funded	Asset forfeiture
	B. Implement a regular citywide method of surveying resident engagement.	Mayor's Office	Partially funded	Asset forfeiture
<b>Initiative 3</b> Use criminal-justice data-driven strategies to improve decision making and reduce crime and unnecessary incarceration	A. Introduce strategic tools for health and neighborhood safety.	Mayor's Office	Funded	Asset forfeiture
	B. Build crime-and-incarceration-reduction strategic tools.	Mayor's Office	Funded	Asset forfeiture
<b>Initiative 4</b> Ensure all victims of domestic violence have access to a shelter and necessary services	Establish community-based Family Justice Centers.	Mayor's Office	Partially funded	City operating



## VISION ZERO

<b>Initiative 1</b> Continue implementation of the Vision Zero Action Plan	Work closely with communities around the city to expand a bicycle network that improves safety for all road users.	DOT/DCAS	Funded	City capital
<b>Initiative 2</b> Use Borough Pedestrian Safety Action Plans to guide future engineering projects and enforcement priorities	Each year through 2017, complete 50 Vision Zero safety projects at the priority corridors, intersections, and areas identified in the Borough Plans.	DOT	Funded	City capital and operating
<b>Initiative 3</b> Transform Dangerous Arterial Roads into Vision Zero Great Streets	Rethink and redesign major corridors in order to prevent serious crashes.	DOT	Funded*	City capital and operating

## Vision 3: Our Sustainable City



### 80x50

#### Initiative 1

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

Develop 80 x 50 action plan for the power sector.

Mayor's  
Office

Budget  
neutral

City operating

A. Remove barriers to more efficient power generation and increased renewable power production.

Mayor's  
Office

Call for action

Regulatory/  
legislative  
(State &  
federal)

B. Support the development of renewable power resources.

Mayor's  
Office

Call for action

Regulatory/  
legislative  
(State &  
federal)

C. Increase the share of wind power in the City's power mix.

Mayor's  
Office

Call for action

Regulatory/  
legislative  
(State &  
federal)

D. Adopt smart grid technologies and reduce transmission bottlenecks.

Mayor's  
Office

Call for action

Regulatory/  
legislative  
(State &  
federal)

E. Expand decentralized power production.

Mayor's  
Office

Partially  
funded/  
call  
for action

City capital,  
private

F. Achieve net-zero energy at in-city wastewater treatment plants (WWTP) by 2050.

DEP, Mayor's  
Office

Partially  
funded

City capital

#### Initiative 2

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

Develop 80 x 50 action plan for the transportation sector.

Mayor's  
Office

Budget  
neutral

City operating

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

DCAS,  
Mayor's  
Office

Budget  
neutral

City capital

#### Initiative 3

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

Develop 80 x 50 action plan for the solid waste sector.

DSNY,  
Mayor's  
Office

Budget  
neutral

City operating

#### Initiative 4

Continue implementation of *One City: Built to Last* to reduce greenhouse gas emissions from buildings by 30 percent by 2025, and chart a long-term path away from fossil fuels

DCAS,  
Mayor's  
Office

Funded\*

City capital  
and operating



### ZERO WASTE

#### Initiative 1

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

Expansion of NYC Organics program.

DSNY

Partially  
funded\*

City capital  
and operating

A. Develop additional organics sorting and processing capacity in New York City and the region.

DSNY

In planning

City capital,  
private

B. Process 250 tons of food waste per day at City WWTPs and assess long-term feasibility of scaling up processing of organic food waste.

DEP

Partially  
funded

City capital

C. Expand community composting opportunities in all five boroughs.

DSNY/  
GrowNYC

Funded

City operating,  
private



## ZERO WASTE

<b>Initiative 2</b> Enhance the City's curbside recycling program by offering single-stream recycling by 2020	Develop a plan to convert all curbside recycling collections from dual-stream to single-stream.	DSNY	In planning	N/A
	A. Create and expand markets for recycled materials.	DSNY	In planning	N/A
	<b>Initiative 3</b> Reduce the use of plastic bags and other non-compostable waste	DSNY	Budget neutral	Regulatory/ legislative
	<b>Initiative 4</b> Give every New Yorker the opportunity to recycle and reduce waste, including at NYCHA housing	DSNY/ NYCHA	Budget neutral	Private
	<b>Initiative 5</b> Make all schools Zero Waste schools	DSNY/DOE	Partially funded*	City operating
	<b>Initiative 6</b> Expand opportunities to reuse and recycle textiles and electronic waste	DSNY	Budget neutral	Private
	<b>Initiative 7</b> Develop an equitable blueprint for a Save-As-You-Throw program to reduce waste	DSNY	Funded*	City operating
	<b>Initiative 8</b> Reduce commercial waste by 90 percent by 2030	A. Conduct a comprehensive study of commercial waste collection zones.	BIC	Funded
B. Encourage periodic waste audits for large commercial buildings.		DSNY	In planning	N/A
C. Create a Zero Waste challenge program for large commercial waste generators.		DSNY	In planning	N/A
D. Revise the commercial recycling rules to make recycling easier for businesses.		DSNY	In planning	N/A
E. Require all food service establishments to source-separate food waste.		DSNY	In planning	N/A



## AIR QUALITY

<b>Initiative 1</b> Enforce the updated DEP Air Pollution Control Code		DEP	Funded*	City operating
<b>Initiative 2</b> Identify additional targeted air-quality improvements through data analysis and community engagement	Expand the Environment and Health Data Portal (EHDP) to incorporate neighborhood-level sustainability indicators, create a neighborhood-level "Sustainability and Health" report, and develop an educational module on sustainability and health used for outreach in public schools and community based organizations.	DOHMH, Mayor's Office	In planning	N/A
<b>Initiative 3</b> Accelerate conversions of residual heating oil boilers in buildings		DCAS, Mayor's Office	Budget neutral	City capital and operating
<b>Initiative 4</b> Cut emissions from mobile sources	A. Reduce emissions from the City fleet.	DCAS, Mayor's Office	Budget neutral	City capital
	B. Reduce emissions from private truck fleets and for-hire vehicles.	DOT	Call for action	Federal
	C. Reduce emissions from vehicle idling and toll crossing.	MTA	Budget neutral/ call for action	Regulatory/ legislation, & MTA



## BROWNFIELDS

<b>Initiative 1</b> Accelerate cleanup of brownfields to improve public safety and encourage private investment in new development on brownfield sites	Establish the Brownfield Jumpstart program to provide higher levels of City funding for environmental investigations and cleanup.	OER	Funded*	City operating
<b>Initiative 2</b> Support community engagement by establishing Place-Based Community Brownfield Planning Areas		OER	Budget neutral	City operating
<b>Initiative 3</b> Facilitate clean-up of properties in coastal flood zones to reduce environmental risks from storm surge		OER	Budget neutral	City operating




## WATER MANAGEMENT

<b>Initiative 1</b> Protect the City's water supply and maintain the reliability and resiliency of the water supply system		DEP	Funded*	City capital
<b>Initiative 2</b> Install or repair 500 water fountains and water bottle refilling stations across the five boroughs		DEP/DOH	Budget neutral	City operating
<b>Initiative 3</b> Expand green infrastructure and smart design for stormwater management in neighborhoods across the city	Continue the NYC Green Infrastructure Program in areas served by the combined sewer system to reduce Combined Sewer Overflow, and expand the use of green infrastructure to other parts of the city.	DEP	Funded*	City capital
	A. Alleviate flooding in Southeast Queens.	DEP	Funded*	City capital
<b>Initiative 4</b> Reduce pollution from stormwater runoff		DEP	Budget neutral	City operating





## PARKS & NATURAL RESOURCES

<b>Initiative 1</b> Strengthen the utility of parks and public space in under-resourced and growing neighborhoods	Community Parks Initiative Phase II.	DPR	Funded*	City capital and operating
<b>Initiative 2</b> Improve outdoor spaces through Parks Without Borders, a new strategy to enhance neighborhood access and connectivity	Parks Without Borders.	DPR	Funded*	City capital
<b>Initiative 3</b> Reduce light pollution from large buildings at night		Mayor's Office, DCAS	Budget neutral	City capital, regulatory/legislative
<b>Initiative 4</b> Expand the use of our streets as places to play, congregate, and be together	Public Plaza maintenance.	DOT	Funded*	City operating, private

VISION 3	 <b>PARKS &amp; NATURAL RESOURCES</b>				
	<b>Initiative 5</b> Create beautiful and well-tended streets in neighborhoods across the city	Enhancements to medians.	DOT	Funded	City capital
	<b>Initiative 6</b> Green the city's streets, parks, and open spaces	Tree plantings across five boroughs.	DPR	Budget neutral	City capital

## Vision 4: Our Resilient City

VISION 4	 <b>NEIGHBORHOODS</b>				
	<b>Initiative 1</b> Strengthen community-based organizations	Work to build capacity in communities by strengthening community-based organizations that serve their neighbors and by working to expand civic engagement and volunteerism.	Mayor's Office, DYCD, NYC Service, DoITT	Funded*	City capital and operating
	<b>Initiative 2</b> Improve emergency preparedness and planning	Secure and bolster operations and physical assets for emergency response, and expand public education efforts on how to prepare for and respond to extreme weather events and other disasters.	Mayor's Office, NYC EM, FDNY	Funded	City capital and operating
	<b>Initiative 3</b> Support small businesses and local commercial corridors	Provide financial investments, technical assistance and tailored resources regarding preparedness and resiliency to small businesses and commercial corridors.	Mayor's Office, SBS, DOT	Funded	Federal and State
	<b>Initiative 4</b> Ensure that workforce development is a part of all resiliency investments	Ensure that all investments in resiliency will create job opportunities for residents and low-income applicants, and build on successful workforce development models to encourage the hiring of Sandy-impacted residents.	Mayor's Office	Budget neutral	City operating and federal
	<b>Initiative 5</b> Mitigate the risks of heat	Take steps to mitigate the risks of heat in order to reduce heat-related illnesses and deaths, and reduce disparities in vulnerability to climate change.	DOHMH, Mayor's Office	In planning	N/A
	 <b>BUILDINGS</b>				
	<b>Initiative 1</b> Upgrade public and private city buildings	Adapt vulnerable building stock to withstand the risks of climate change and extreme weather events.	Mayor's Office, DDC	Funded	Federal funding
	<b>Initiative 2</b> Adopt policies to support building upgrades	Develop and adopt policies that facilitate investments in building resiliency, including evaluating land use as a tool to promote resiliency across the city.	Mayor's Office	Budget neutral	City operating
	<b>Initiative 3</b> Work to reform FEMA's National Flood Insurance Program (NFIP)	Pursue a comprehensive set of activities to promote investments in physical risk reduction, and policies that promote insurance affordability.	Mayor's Office	Budget neutral	City operating
	 <b>INFRASTRUCTURE</b>				
	<b>Initiative 1</b> Adapt the region's infrastructure systems	Continue to pursue programs to coordinate resiliency investments across City agencies and with other infrastructure providers and operators.	Mayor's Office	Funded	City capital, Federal, State & private funding
	<b>Initiative 2</b> Adopt policies to support infrastructure adaptation	Use the best available climate science with robust research, legislative action, advocacy, and regional coordination to adapt the city's infrastructure to be resilient against disruption.	Mayor's Office	Budget neutral	City operating



Initiative

Supporting Initiatives

Lead Agency/  
Agencies

Funding  
Status

Funding  
Source(s)






## COASTAL DEFENSE

VISION 4

Initiative	Supporting Initiatives	Lead Agency/ Agencies	Funding Status	Funding Source(s)
<b>Initiative 1</b> Strengthen the city's coastal defenses	Complete the City's \$3.7 billion coastal protection plan, a program of infrastructure investments, natural areas restoration, and design and governance upgrades of which nearly half is funded.	Mayor's Office	Partially funded*	City capital, Federal & State funding
<b>Initiative 2</b> Attract new funds for vital coastal protection projects	Continue to identify and secure new sources of funds for infrastructure to reduce coastal flooding risk.	Mayor's Office	Partially funded	Federal funding
<b>Initiative 3</b> Adopt policies to support coastal protection	Align and adopt policies to support the right investments in coastal protection, and ensure those investments are operated and maintained effectively.	Mayor's Office	Budget neutral	City operating

# Diverse and Inclusive Government

DIVERSE AND INCLUSIVE GOVERNMENT	 <b>GOVERNMENT WORKFORCE</b>				
	<b>Initiative 1</b> Improve the way NYC recruits a diverse workforce		DCAS	Budget neutral	City operating
	<b>Initiative 2</b> Improve the way NYC retains a diverse workforce		DCAS	Budget neutral	City operating
	<b>Initiative 3</b> Improve the way NYC develops a diverse workforce		DCAS	Budget neutral	City operating
	 <b>MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISES</b>				
	<b>Initiative 1</b> Increase the number of certified M/WBEs		Mayor's Office	Budget neutral	City operating
	<b>Initiative 2</b> Increase the rates at which agencies utilize those M/WBEs		Mayor's Office	Budget neutral	City operating
	<b>Initiative 3</b> Expand legal tools to induce greater usage of M/WBEs		Mayor's Office	Budget neutral	City operating
	 <b>PERFORMANCE TRACKING</b>				
	<b>Initiative 1</b> Issue an executive order requiring regular compilation and use of equity metrics		Mayor's Office	Budget neutral	Regulatory/legislative