

An aerial photograph of a city waterfront. In the background, a dense skyline of skyscrapers is visible across a body of water. In the middle ground, a large industrial yard is filled with numerous colorful shipping containers (red, blue, green) and several large blue gantry cranes. A long, low industrial building with a white roof and blue accents is situated along the water's edge. In the foreground, a residential neighborhood is shown with a mix of brick and concrete buildings, some with flat roofs and others with gabled roofs. A road with a white truck and a billboard is visible in the lower-left corner. The sky is blue with scattered white clouds.

Housing and Neighborhoods



Credit: AP Wirephoto Photos/Mark L. Gennihan

Together we can

Create capacity for new housing

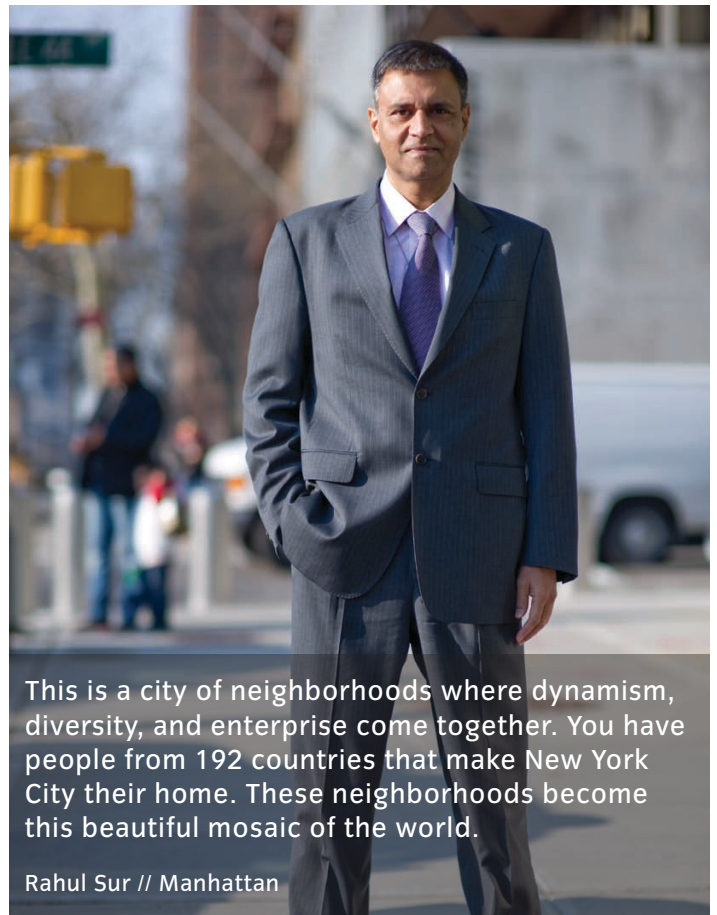
Finance and facilitate new housing

Encourage sustainable neighborhoods



I believe the biggest challenge facing New York City is growth. Everybody wants to live, work, and play here.

Onyinye Akujuo // Queens



This is a city of neighborhoods where dynamism, diversity, and enterprise come together. You have people from 192 countries that make New York City their home. These neighborhoods become this beautiful mosaic of the world.

Rahul Sur // Manhattan



Just realizing that a small group of people could band together to make their own change in their own environment and their own neighborhood. That's the gateway for me to explore the power of community organizing as it relates to the environment in the city.

Nathan Storey // Brooklyn



I think that low-cost housing for families earning \$40,000 or less is the number one thing many neighborhoods in the city need. People come to [Queens Community House] on a regular basis and say, 'My rent is too high. I can't afford it anymore. I need a cheaper apartment. Where do I go?'

Anna Dioguardi // Queens



Housing and Neighborhoods

Create homes for almost a million more New Yorkers while making housing and neighborhoods more affordable and sustainable

By 2030, New York City will be home to over nine million people—nearly one million more people than lived here in 2005.

As we prepare for the challenges and opportunities that will come with population growth, we must set our goals beyond just increasing the number of housing units—which will continue to be a major focus for the City. We must also create and maintain sustainable, affordable neighborhoods. We recognize that strong neighborhoods are among our greatest assets. Each neighborhood has its own distinctive character, history, and culture; maintaining this diversity plays a vital role in the continuing health of the city.

To accommodate a growing economy and population within our fixed boundaries, we face challenging decisions about how to invigorate neighborhoods, and provide opportunities for a range of housing, in ways compatible with the existing surroundings. Increased population density can generate tangible benefits for neighborhoods, but can also provoke valid concerns about potential impacts of new development.

For most of the 20th century, housing growth followed the expansion of the subway system. Mass transit allowed residents to disperse to lower-cost land on the edges, while giving them easy access to the jobs concentrated at the center.

In the latter half of the century, though, this pattern became even more dispersed. The percentage of New Yorkers living within a half-mile of transit decreased, as many of our neighborhoods with the best subway access either lost population or experienced only modest growth. Development accelerated in parts of the city that depend more heavily on cars.

Although this expansion helped create a diversity of neighborhoods and lifestyle choices, continued growth in car-dependent areas poses significant challenges. Encouraging growth in more

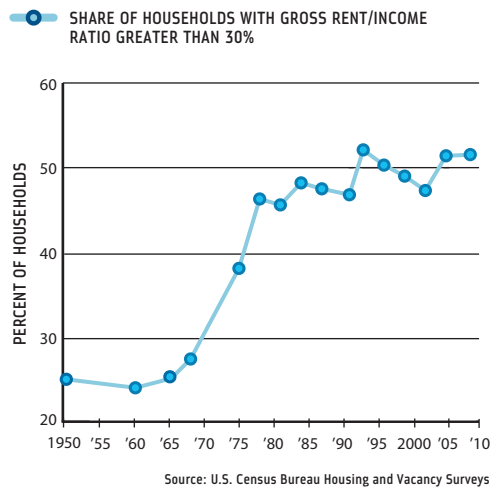
transit-oriented neighborhoods helps stem congestion on our roads, protect our air quality, and lower our global warming emissions.

The primary tool we have to accomplish this shift is zoning, a type of regulation that governs the use, bulk, and density of development in the city. By increasing allowable densities at appropriate locations in areas of the city near transit, and decreasing them in more auto-dependent areas, we can direct growth to more transit-oriented parts of the city.

Providing housing opportunities near transit is fundamental to building greener, greater neighborhoods—and, therefore, a greener, greater New York. Mixed-use communities with a variety of employment opportunities and local retail and services, including access to healthy food within walking distance of residences, are increasingly desirable. We must use resources like energy, water, and construction materials more efficiently as well as ensure that residents have access to clean air and ample public spaces like parks and plazas. And we must encourage mixed-income communities that provide a variety of housing choices available to households at a range of incomes.

The need to create and preserve affordable housing continues to be a priority across the city. Increasing the affordability of housing for New Yorkers is directly connected to increasing the supply of housing. When supply cannot keep up with the demands of a growing population, housing becomes less affordable as residents bid higher to live in existing units. As sites available for new development become scarcer, the land price component of housing costs rises, which further increases the cost of new housing. To ease this scarcity premium, we can continue to increase the zoned capacity in areas where additional development can be supported, and shift capacity from inappropriate to appropriate locations.

Rent-Burdened Households In New York City

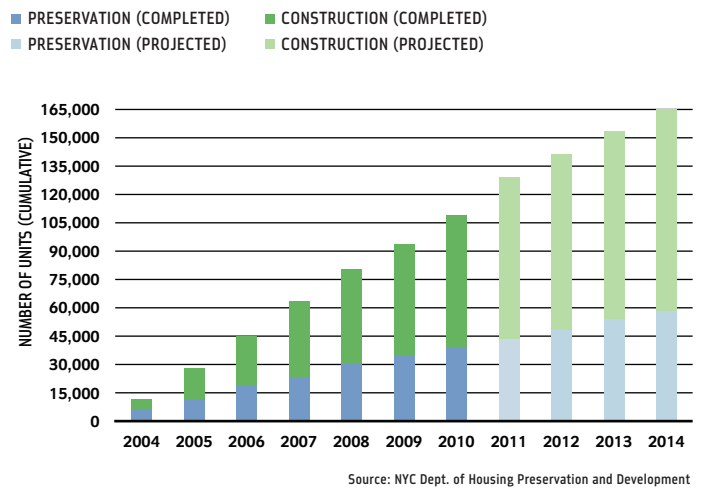


Making housing more accessible and affordable to New Yorkers requires more than increasing the overall housing supply. New market-rate housing generally serves higher income levels. While new inventory generally relieves pressures on costs in the long run, housing currently is too expensive for many New Yorkers. Over half of households spend more than 30% of their gross incomes on housing costs, and only 64% of apartments are affordable to a median income New Yorker. We must employ targeted programs geared toward creating new affordable housing units and preserving existing ones, in addition to increasing housing supply. Without action from the City, there will continue to be fewer options for many New Yorkers.

Since 2007, we have made significant progress in overcoming these diverse challenges. As part of a program of 109 comprehensive neighborhood rezonings dating back to 2002, we have created new housing opportunities in areas better served by transit, while limiting growth in auto-dependent areas and preventing development that would undermine the livability of neighborhoods. Already, these rezonings have helped to shift our growth toward transit-supported options. While roughly 70% of the city's population lives within a half-mile of transit, over 87% of new housing starts since 2007 have been within a half-mile of transit.

Furthermore, we have implemented targeted affordability programs aimed at low- and middle-income New Yorkers through Mayor Bloomberg's New Housing Marketplace Plan, launched in 2003. In 2010, the plan was updated to address the challenges and opportunities of the current housing market. We will strengthen neighborhoods by preserving the investments we have made in the past, expand the supply of affordable housing, and stabilize families. Although a decline in the real estate market has shifted our focus more toward preservation, we have remained committed to creating housing as well.

Units of Affordable Housing Created or Preserved under the New Housing Marketplace Plan



Despite the current downturn in the housing market, the City has continued to make substantial investments in affordable housing. Since 2004, we have created or preserved 110,000 units of affordable housing. We remain committed not only to creating and preserving a total of 165,000 units of affordable housing by 2014, but also to making the housing built or rehabilitated by the City more energy efficient and, therefore, more affordable.

Despite these achievements and commitments, we have more to do. In planning for the city's growth, we must recognize that we will only

create a greener, greater New York if we are a city of greener, greater communities. We must also recognize that we can't meet this goal on our own. A majority of the new units will be built by private developers. And we must empower communities to develop and implement neighborhood-specific solutions to the challenges they face. By providing local partners with technical, financial, and regulatory assistance, we can foster greener, greater communities. In doing so, we will create a healthier, more equitable city, block by block, neighborhood by neighborhood.

Our plan for housing and neighborhoods:

Create capacity for new housing

- 1 Continue transit-oriented rezonings
- 2 Explore additional areas for new development
- 3 Enable new and expanded housing models to serve evolving population needs

Finance and facilitate new housing

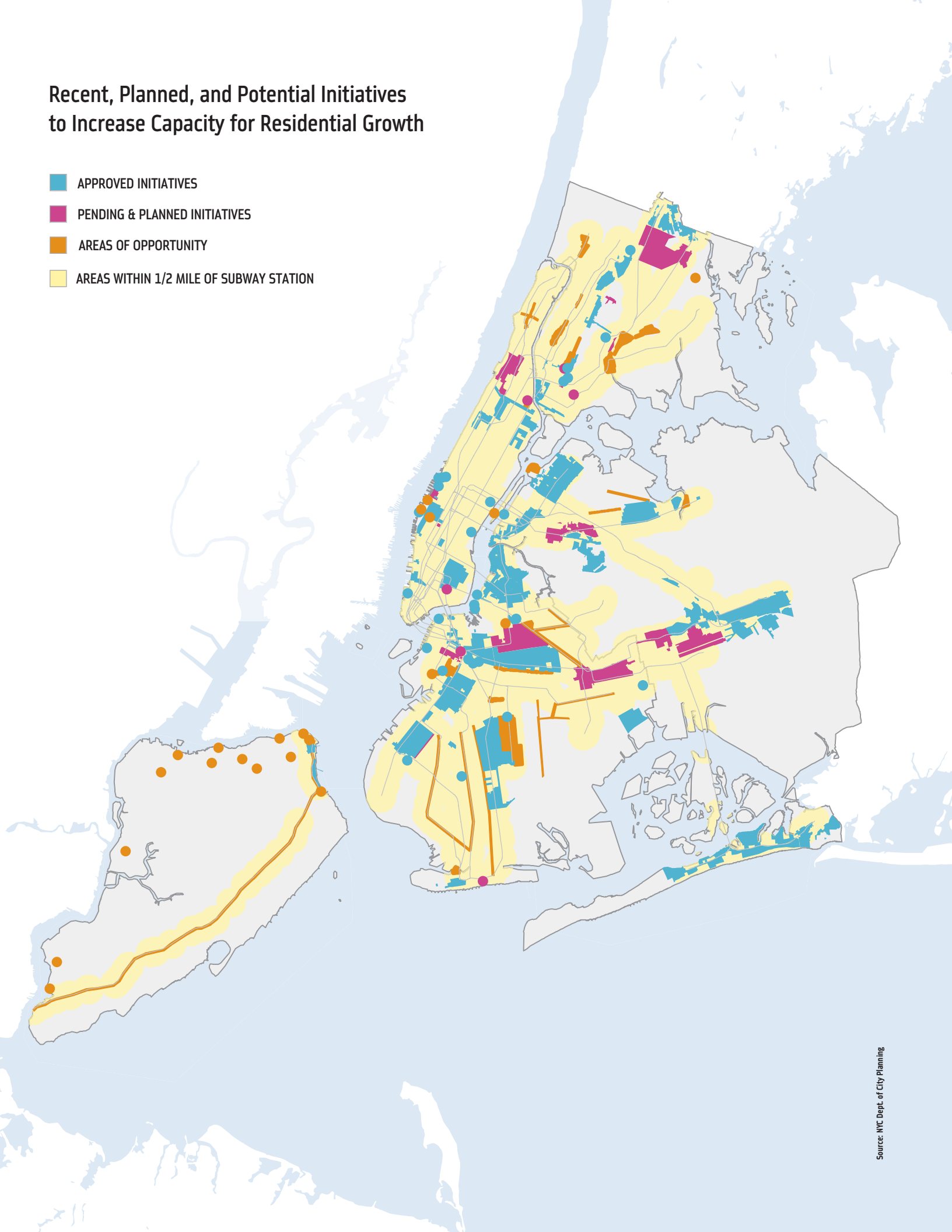
- 4 Develop new neighborhoods on underutilized sites
- 5 Create new units in existing neighborhoods
- 6 Develop new housing units on existing City properties

Encourage sustainable neighborhoods

- 7 Foster the creation of Greener, Greater Communities
- 8 Increase the sustainability of City-financed and public housing
- 9 Promote walkable destinations for retail and other services
- 10 Preserve and upgrade existing affordable housing
- 11 Proactively protect the quality of neighborhoods and housing

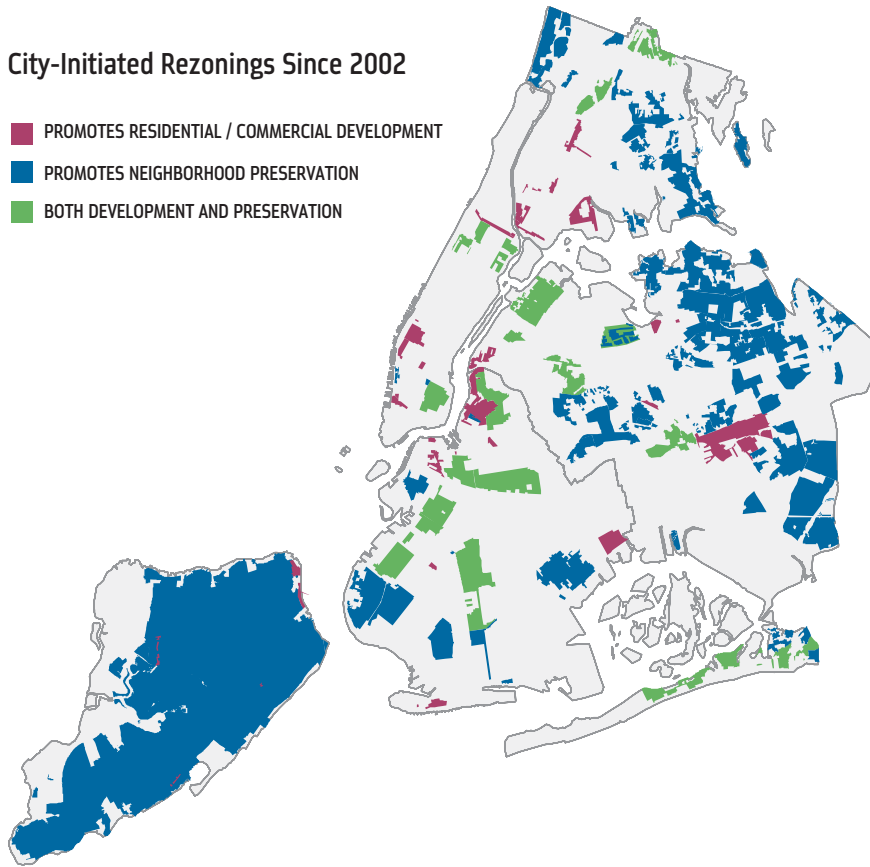
Recent, Planned, and Potential Initiatives to Increase Capacity for Residential Growth

- APPROVED INITIATIVES
- PENDING & PLANNED INITIATIVES
- AREAS OF OPPORTUNITY
- AREAS WITHIN 1/2 MILE OF SUBWAY STATION



City-Initiated Rezoning Since 2002

- PROMOTES RESIDENTIAL / COMMERCIAL DEVELOPMENT
- PROMOTES NEIGHBORHOOD PRESERVATION
- BOTH DEVELOPMENT AND PRESERVATION



Source: NYC Dept. of City Planning

Our Plan

We will continue to create new housing to meet the needs of our growing population. To increase potential supply, we must work with communities to study where new development is most appropriate. We must act on those studies, rezone, and facilitate new housing creation. And we must explore other mechanisms for enabling existing properties to be used more efficiently.

But we will do more than expand potential supply; we will continue to finance and facilitate the creation of new housing. We will enable the creation of housing on a wide range of scales, from creating entirely new neighborhoods such as Hunter’s Point South in Queens to financing new housing units in neighborhoods where we have already made large investments, such as Melrose in the Bronx.

We will also ensure that our housing and neighborhoods become more sustainable. Sustainability means more energy-efficient buildings, walkability, the availability of transportation choices, employment opportunities, and access to retail, including healthy food.

City government can’t make New York sustainable on its own. We need everyone to build a greener, greater New York—which is by definition made up of greener, greater neighborhoods. We will engage with and support local sustainability efforts and projects to nurture those neighborhoods.

Create capacity for new housing

To accommodate our growing population and improve the affordability of housing for New Yorkers of all incomes, we will propose regulatory changes and other actions to enable the creation of new housing units. We will study areas of the city that could potentially be redeveloped, and continue to invest in infrastructure to support new development. We will also explore opportunities to update regulatory standards to reflect 21st century uses and needs.

INITIATIVE 1 Continue transit-oriented rezonings

Rezoning has been a powerful tool for the City both to promote the creation of additional housing and to steer those new units toward transit oriented neighborhoods. Rezoning, such as the 2009 rezoning of the Lower Concourse in the Bronx, have helped prepare the city for long-term growth in the places where it makes sense, while addressing our communities’ needs today.

By encouraging denser development in neighborhoods well-served by transit while limiting growth in auto-dependent areas, we can steer new development to areas where residential growth is sustainable. Even in areas close to transit that may be able to accommodate more growth than current zoning allows,

CASE STUDY Lower Concourse Rezoning

For much of the 19th and early 20th centuries, the South Bronx waterfront along the Harlem River hummed with industrial activity. The area’s good rail and canal connections attracted garment and piano factories, stone masonries, iron works, and coal and lumber yards.

But this activity faded as heavy industry left New York City and the Bronx experienced a general decline, including devastating population losses in the South Bronx. By 2002, despite access to multiple subway lines and highways, many buildings in the Lower Concourse area stood vacant, and outdated zoning limited redevelopment options. Aside from public facilities such as Lincoln Hospital and Hostos Community College, investment on and near the Harlem River was limited to self-storage, gas stations, and parking.

Four subway and ten bus lines pass through the Lower Concourse, making it a neighborhood rich in public transportation and able to sustain significant growth. In 2009, the City rezoned a 30-block area from the Harlem River to Morris Avenue south of 149th Street to stimulate private investment, start the next phase of this neighborhood’s development, and help repopulate the South Bronx. New mixed-use zoning districts will help facilitate the development of more than 3,000 units of housing in renovated lofts and new apartment buildings while retaining light industrial businesses. The rezoning was the first in the Bronx to use the Inclusionary Housing Program to encourage the creation and preservation of permanently affordable housing, and it will leverage investment in housing and retail to create a public esplanade along the Harlem River.

To promote a complete, healthy neighborhood, the City eased restrictions on supermarkets and mapped a 2.2 acre public park along the Harlem River. With the rezoning in place, the Lower Concourse is poised to become a walkable, mixed-use neighborhood with a revitalized waterfront.

neighborhood rezonings must be done carefully and with community involvement and consideration of local infrastructure and services. By increasing density along key corridors, while putting in place appropriate limits on the height and bulk of buildings, we can reinforce the current character of neighborhoods, while increasing capacity and promoting a diversity of housing types.

We will continue to propose and implement transit-oriented rezonings throughout the city. Anticipated areas include corridors in Sunnyside/Woodside, Queens; Bedford-Stuyvesant North, Brooklyn; West Harlem and West Clinton, Manhattan; and East Fordham Road, the Bronx.

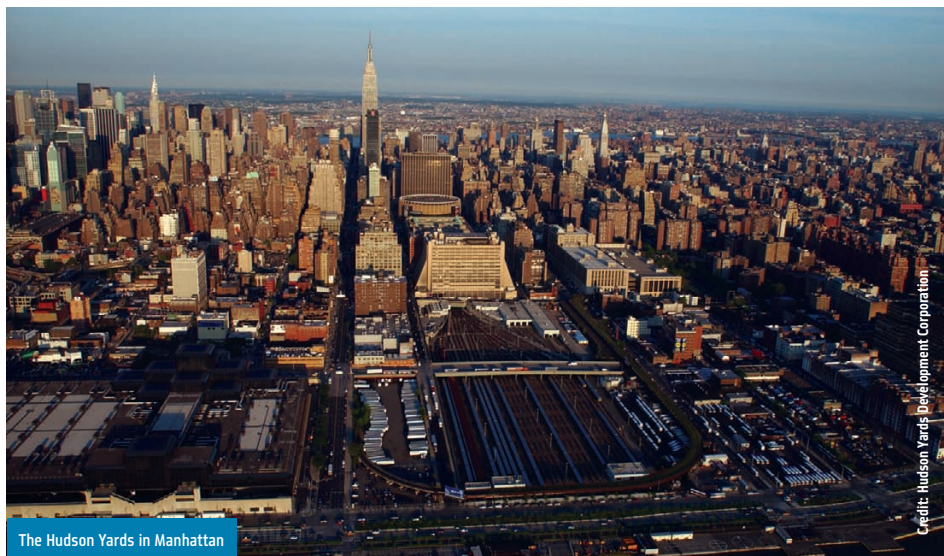
Through the Inclusionary Housing Program, we will continue to encourage the creation and preservation of affordable housing in conjunction with new development. The Inclusionary Housing Program permits an increase in the floor area of residential developments in exchange for the provision of low-income housing. Since 2005, the program has yielded more than 1,900 units of permanently affordable housing.

The City can't take on the enormous task of readying New York for growth on its own. Privately initiated rezoning actions can contribute to our objectives for transit-oriented growth. Where appropriate, we will work with developers proposing to make new development accessible, well-connected to transit, and responsive to communities.

INITIATIVE 2 **Explore additional areas for new development**

We are investigating areas throughout the city that could potentially accommodate new growth, and one day could be rezoned or redeveloped to create housing.

Over the next few years, we will advance studies that identify potential opportunities for development across the city, including in Staten Island's North Shore, where we are working with the community and studying transportation and other supporting improvements. In cooperation with the MTA, we will study the areas around Metro North stations in the Bronx to identify opportunities for both new development and transportation access improvements. We will also work with the MTA to study additional properties they own or lease that could be used to create housing or other enhancements for surrounding communities.



We will evaluate potential scenarios for the improvement of the Sheridan Corridor and Hunts Point area in the Bronx, as part of a study of possible changes to the highway network described in the Transportation chapter of our Plan. The outcome of this study will be based on a vision for the overall land use needs in the corridor.

We will also work with the New York City Housing Authority (NYCHA), their tenants and surrounding communities, to determine if there are additional opportunities for development on the grounds of NYCHA properties.

We will continue to implement the Hudson Yards Plan, including taking ownership of the last portion of the High Line in Manhattan and completing the 7 train line, to continue to catalyze development in this district. These steps will help transform Hudson Yards in Manhattan into a vibrant extension of the Midtown business district with 24 million square feet of commercial use, over 13,000 units of housing, as well as substantial public open space and cultural uses.

We will also act to realize the potential of underutilized Seward Park sites on the Lower East Side of Manhattan. The Seward Park Extension Urban Renewal Area was created in 1965, for commercial and housing development. Portions of the plan were implemented over the years, but five sites remain undeveloped. We are consulting with the community to create a plan for a vibrant mixed-use development suitable for the area.

Finally, opportunities exist to consolidate the approximately 42,000 acres of land and 285 million square feet of built space that the City owns. Many of these sites are devoted to the storage or repair of the City's 26,000 vehicles. Using new technologies, we could transform conventional fleet storage lots into automated vertically stacked facilities, thereby reducing the municipal footprint and creating opportunities for appropriate development.

The City also has many facilities where it stores and archives data. By centralizing data centers, using archiving and filing management systems, and exploring the use of re-locatable storage facilities, we can free up space for new housing and other types of development. We will continue to use these and other methods to reduce City government leased or owned space by 1.2 million square feet.

INITIATIVE 3 **Enable new and expanded housing models to serve evolving population needs**

Between now and 2030, the demographics of our city will change. The median age is expected to rise, leading to more elderly and single, and fewer family, households. However, this portion of the population is not necessarily well-served by the present day housing stock and current codes and development practices may not adequately allow for the development of new housing geared toward these smaller households. We can better serve individuals seeking smaller housing alternatives through better use of our existing stock and by building more efficient new housing models.

The City will explore regulatory changes affecting existing housing stock that would enable the addition of a legal apartment to one- and two-family homes, where appropriate. These units could add housing options suited to elderly or single residents and smaller households in neighborhoods where diverse and smaller housing types are otherwise hard to find. The City will carefully weigh options that would make such units possible, taking into account a range of factors, including transportation access and neighborhood character.

CASE STUDY

Hunter's Point South

Along a barren strip of the Queens waterfront overlooking midtown Manhattan, the City is building the largest affordable housing development in New York City since the early 1970s. This new neighborhood, Hunter's Point South, will include approximately 5,000 new units of housing and is anticipated to catalyze more than \$2 billion in private investment and create more than 4,600 jobs.

Once completed, residents living in Hunter's Point South will be able to enjoy neighborhood stores, restaurants, an 11-acre landscaped waterfront park, and their children will be able to attend a newly-built local school. With affordable housing for middle-income New Yorkers and good access to public transportation, Hunter's Point South is a model of a new neighborhood that will help the city grow more sustainably.

By 2013, the first phase of Hunter's Point South will have transformed more than 800,000 square feet of vacant waterfront land into an active neighborhood with vibrant retail corridors.

The neighborhood will feature wide sidewalks and buildings that access the street with multiple entries to shops and apartments. Hunter's Point



South will also be served by the East River Ferry pilot program set to launch this spring, giving residents even more choices for ways to move around the city.

Finding an affordable place to raise a family is a challenge for many middle-income New Yorkers. At least 75% of the apartments in the first phase of Hunter's Point South will be permanently targeted to low-, moderate-, and middle-income residents, with household incomes ranging from

\$32,000 to \$130,000 per year for a family of four. Building Hunter's Point South is key to achieving the affordable housing targets set in Mayor Bloomberg's New Housing Marketplace Plan.

As a new waterfront neighborhood, Hunter's Point South will help expand access to the shoreline, promote economic development, and enhance the public experience of the waterways.

We will also explore the development of new housing models to better serve the needs of segments of our growing population. In areas that could accommodate higher density, we could consider rethinking traditional unit design and pursue the development of new non-conventional housing alternatives. The City will carefully weigh options that could make smaller housing models possible, taking into account housing quality and safety, as well as the appropriateness of such arrangements with respect to surrounding land uses.

Finance and facilitate new housing

Simply creating the potential for the private sector to increase the supply of housing in the city is not enough. Without action from the City, many New Yorkers will continue to have fewer affordable housing options.

The City must proactively finance and facilitate the creation of new units, particularly affordable units, to ensure that we can meet our housing needs. That is why we are creating entirely new neighborhoods, such as Hunter's Point South and Willets Point in Queens. We are also leveraging existing programs to finance and create new affordable housing developments throughout the city.

Finally, we are identifying existing government buildings and properties to adapt to housing. All together we will develop approximately 20,000 new affordable units by 2014 under the New Housing Marketplace Plan.

INITIATIVE 4

Develop new neighborhoods on underutilized sites

In a city as densely developed as New York, few large tracts of land present opportunities to build entire new residential neighborhoods. Where such opportunities exist, we will capitalize on them to create vibrant new neighborhoods with housing that meets the needs of households with a range of incomes.

We are investing more than \$65 million in infrastructure—including roads, sewers and utilities—in Hunter's Point South to create an entirely new neighborhood on the Queens waterfront. Over the next three years, we will begin construction of 900 new housing units. When completed, this project will provide 5,000 new units of housing, 3,000 units of which will be permanently reserved for low-, moderate-, and middle-income families. It will provide more than 11 acres of landscaped waterfront parkland, retail spaces, and a new 1,100-seat public school.

On Willets Point in Queens, we are also preparing for the construction of an entirely new neighborhood. During much of the early 20th century, the approximately 60-acre peninsula on the Flushing River in Northern Queens known as Willets Point was used as an ash dump. While the surrounding areas have experienced remarkable transformation, including the development of Flushing Meadows-Corona Park in preparation for the 1939 World's Fair, Willets Point became further environmentally compromised.

Over the next four years, we will select a developer and begin infrastructure construction, environmental remediation, and development for Willets Point Phase I, a mixed-use development including 400 new housing units. When completed, the entire Willets Point development will include 5,500 units, 35% of which will be affordable. It will include 150,000 square feet of community space, a school, eight acres of open space, 1.7 million square feet of retail, a hotel, office space, and a convention center.

We will complete similar developments in Averne, Queens, and Gateway in East New York, Brooklyn, together creating 2,600 new units.

INITIATIVE 5

Create new units in existing neighborhoods

Vacant or under-used land in our existing neighborhoods also presents opportunities for new housing development. We will strategically target new construction funding in neighborhoods where it will have the most immediate impact, particularly in ones that are near to experiencing or experiencing the rewards of revitalization after many years of community and public investments.

In the Melrose Commons Urban Renewal Area in the South Bronx, we will transform the last three large City-owned parcels of vacant land by financing the development of more than 700 rental units for low- and moderate-income residents. These units will add to the more than 2,800 units of City-financed new construction already completed or under construction in the Melrose Commons area.

Opportunities exist to repurpose and redevelop lightly used portions of New York City Housing Authority (NYCHA) sites, including surface parking facilities, in ways that can reinforce their relationship to surrounding neighborhoods. When NYCHA began building tall towers surrounded by open space and parking lots beginning in the 1940s, the result often interrupted the continuity of neighborhoods and retail corridors, and too often left NYCHA developments as islands isolated from the broader community. In 2004, NYCHA and the City agreed to target some of the areas on these sites for new housing.

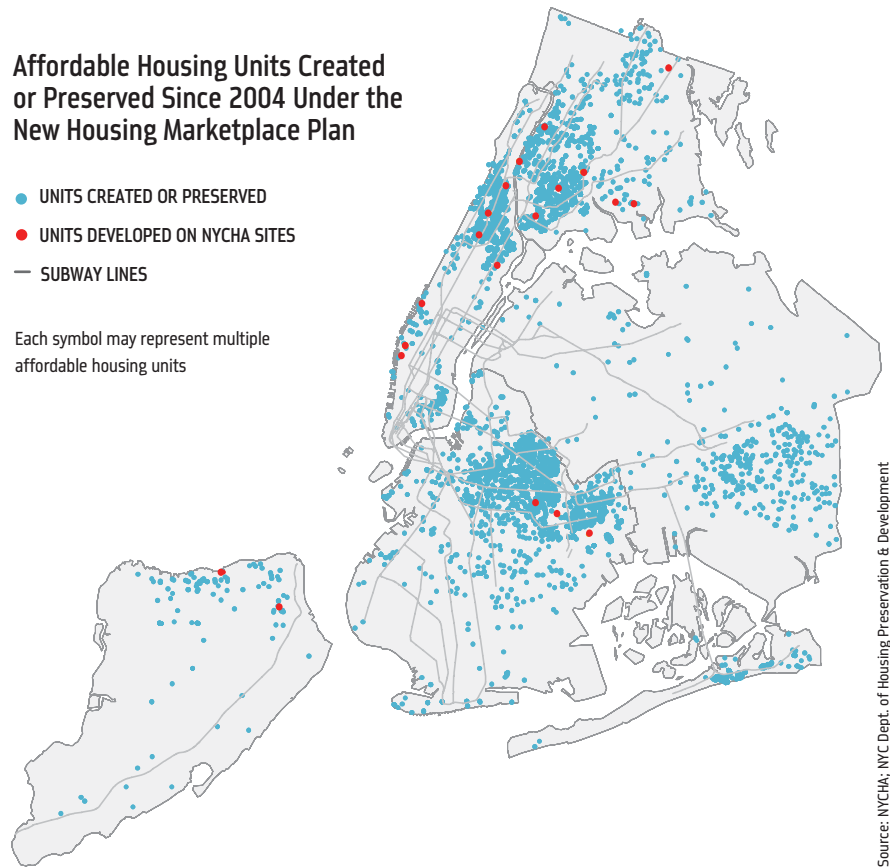
When developing sites, NYCHA has carefully selected areas in communities that can support additional development. It has consulted with the community and local elected officials to determine the ultimate shape of development. Through partnership with the City and the New York City Housing Development Corporation, nearly 2,400 units have been built or are being built on NYCHA land, including 168 units at the Elliot-Chelsea Housing in Manhattan and 748 units in University Avenue Consolidated Housing in the Bronx. Through this partnership, by the end of 2014, we will have completed or started construction for nearly 3,400 new affordable units located throughout the five boroughs.

We will also explore whether current parking minimums for affordable housing are appropriate. In more densely populated areas where car ownership rates are low, particularly among low-income individuals, we will determine whether parking minimums may be unnecessarily adding

Affordable Housing Units Created or Preserved Since 2004 Under the New Housing Marketplace Plan

- UNITS CREATED OR PRESERVED
- UNITS DEVELOPED ON NYCHA SITES
- SUBWAY LINES

Each symbol may represent multiple affordable housing units



to the cost of affordable housing. By lowering construction costs, we will be able to stretch our dollars further, creating more units in the developments we finance.

INITIATIVE 6

Develop new housing units on existing City properties

The City and other public authorities own acres of land that are underutilized and could be used for housing. There are significant opportunities for housing to co-exist with current uses—from libraries to schools to parking lots. We will work to maximize these co-locations and opportunities to convert City-owned underutilized sites into affordable housing.

Across the city, there are also dozens of sites that are no longer appropriate or needed for their original use. These sites, ranging from warehouses, former schools, shuttered hospitals, or former police stations, can be reclaimed as affordable housing. We will capitalize on opportunities to preserve these buildings while meeting our housing needs. For example, 90 affordable units will be built as artists' housing, in P.S. 109, a former public school in East Harlem, Manhattan.

Encourage sustainable neighborhoods

In addition to facilitating more housing, we must make our communities more sustainable. Sustainability means encouraging growth in areas well served by transit. It means nurturing neighborhoods that provide housing choices and employment opportunities at multiple income levels. It means building housing that conserves energy and water, constructed of materials that do not harm residents' health. It also means cultivating neighborhoods that contain a vibrant mix of uses, including retail that offers healthy foods—a community asset missing from too many neighborhoods—and other services within walking distance of residences.

We will lead by example by promoting these elements through publicly sponsored development and regulatory tools. However, City government can provide only some of the tools to build communities. Greening our neighborhoods begins at the neighborhood or even block level, and relies on local knowledge, energy, and ingenuity to succeed.

We will support the work local neighborhood groups, community-based organizations, and individuals are already doing to make New York greener and greater. By providing technical, financial, and regulatory assistance, we can help these efforts grow, build a new model of collaborative action, and create greener, greater communities.

INITIATIVE 7

Foster the creation of Greener, Greater Communities

This Plan outlines numerous initiatives that the City will undertake to make New York a more sustainable city, while realizing the vision of a greener, greater New York will also require the efforts of community organizations and millions of individual New Yorkers.

Communities are already coming together to decide what they can do to make their neighborhoods more sustainable. The available opportunities and local priorities will be different in every neighborhood. The solutions that work in Bay Ridge, Brooklyn may be different than those that work in Bayside, Queens—and will often originate with the people who call those places home.

We will launch the Greener, Greater Communities approach to help community- and neighborhood-based organizations develop and implement local initiatives. This includes projects to manage stormwater, improve energy efficiency, establish community composting resources, create new public space, and enhance the stewardship of parks.

We will also help create greener, greater communities by integrating sustainability into neighborhood planning. We have begun and will complete a study in East New York, Brooklyn, where, working in close cooperation with the Community Board and other local stakeholders, including the Cypress Hills Local Development Corporation, we will generate recommendations for land use and zoning changes, and assess other opportunities for making the neighborhood greener. The collaboration will include identifying opportunities to improve walkability, bicycle access, streetscape, traffic safety, and connections among housing, retail, educational, and employment opportunities. The study will also identify opportunities to improve the energy efficiency and environmental performance of buildings and public spaces in the area, and promote stormwater management best practices and increases to tree canopy.

The study will also incorporate efforts to promote public health through improved access to fresh food by seeking to utilize the City's FRESH (Food Retail Expansion to Support Health) program and build on the efforts of local groups such as East New York Farms. By integrating these efforts and finding new opportunities for collaborative action in one neighborhood, the City and its citizens will set a new high standard for neighborhood sustainability planning.

INITIATIVE 8

Increase the sustainability of City-financed and public housing

Rising utility costs are increasing rents throughout the city. Between 2005 and 2008, citywide contract rents increased 1.6% in real dollars; median gross rents, which include utilities, increased by 4.2%.

To manage rising utility costs and reduce our greenhouse gas emissions, we must find ways to use less electricity, heating oil, and natural gas in all housing, including our publicly financed housing. A more energy-efficient housing stock will not only reduce stress on our infrastructure and lower our global warming emissions, but also contribute to the long-term financial viability of our affordable housing stock.

Building on previous work we have done in modifying our rehabilitation building specifications to include energy and sustainability requirements, we will require that all major City-financed substantial rehabilitations and new construction certify with Enterprise Green Communities (EGC). EGC is a set of guidelines specifically suited to greening affordable housing. By achieving Enterprise Green Communities certification, we will ensure that City-financed affordable housing will be built to minimize construction waste and maximize water conservation, energy efficiency, and the use of non-toxic building materials. We will certify approximately 40 affordable housing projects annually as Enterprise Green Communities and provide financing for more than 30,000 units with energy efficiency and sustainability requirements by 2014.

Making our homes sustainable extends beyond the materials and systems we use, to the actions of individual owners and tenants. To reach out to the individuals who run buildings, we will expand the NYC Green House program to educate small and medium-sized building owners on what they can do to increase energy efficiency, conserve water, use healthy materials, and educate their tenants. We will distribute educational toolkits that provide information on how private building owners can avoid high energy bills or costly rehabilitations that can drive up housing costs. We will also conduct six Green Owner's Nights a year. These events teach best practices on building management, and connect building owners to local experts on operation and maintenance practices.

Similarly, NYCHA is implementing its Green Agenda. This is a series of sustainability initiatives aimed at preserving public housing and

CASE STUDY

Greener, Greater Communities

All across the city, New Yorkers are helping make their neighborhoods greener and greater.

In Brooklyn, Sarita Daftary of East New York Farms is tending the largest community garden in the city. She and other local residents are capturing stormwater to transform what was once vacant space into a useful resource. In East Harlem in Manhattan and on Forrest Avenue in the Bronx, the Harvest Homes Farmer's Market has teamed up with Transportation Alternatives and the Strategic Alliance for Health to create two Play Streets, closed to traffic during certain times in the summer to give youth space to socialize. On Staten Island, the Joan and Alan Bernikow Jewish Community Center has teamed up with MillionTreesNYC to give away trees to local residents. In Queens, the Jackson Heights Beautification League recruited 400 people to community workshops that developed the Green Agenda for Jackson Heights.

Our Plan includes numerous City programs that New Yorkers can tap into. We will connect communities with a number of existing City, state, and federal programs in seven priority areas: energy efficiency, public space creation, tree stewardship, stormwater management, air quality improvement, and landfill diversion. We will also align our brownfield remediation efforts with local visions for employment growth and redevelopment.

In each of these areas we want to provide organizations with financial and technical support to help them achieve community impact.

To engage all New Yorkers, we will launch an online platform, "Change By Us," to empower New Yorkers to self-organize around issues that matter to them. This site will ask "How can we green our neighborhoods?" and connect New Yorkers to other residents, groups, and resources. Like GreeNYC, "Change By Us" will give citizens the information they need to take action in their own lives.

Greener, Greater Communities will connect New Yorkers to each other and to these programs, so that together we create a greener, greater New York, block by block, neighborhood by neighborhood.

CASE STUDY

Roofs

In a crowded city, rooftops represent our last big frontier. Constituting almost 20% of our total area, rooftop space equates to an entire extra borough. Currently this asset is not just underutilized; it contributes to our problems. Largely impervious, black tar worsens the urban heat island effect, smog, and problems with stormwater runoff.

But it could be different. Coating roofs white (“cool roofs”) could help moderate our temperatures. Installing collars around drains (“blue roofs”) could help retain stormwater and improve water quality. And extensive plantings (“green roofs”) could do both. Additionally, rooftops could provide sites for clean energy installations like solar panels, gardens, urban farms, or recreational spaces.

To take advantage of these opportunities, we are working to ensure property owners can get the most out of their roofs. Proposed amendments to local codes will allow alternative energy equipment to be sited like other equipment and expand the areas allowed for solar panels, and new guidelines for building-mounted wind turbines will ensure safety. Our new codes will expand requirements for cool



roofs, and possibly blue roofs, too, through the NYC Green Infrastructure Plan.

We are also helping New Yorkers install sustainable roofs. Through our tax incentives we are offsetting the costs of solar panels and green roofs, through our Solar Empowerment Zones we are encouraging the placement of solar panels in key neighborhoods, and through a CUNY partnership we will create a Solar Map showing the solar potential

of every rooftop. And volunteers working with our NYC °CoolRoofs program have coated over a million square feet of roofs with cool coating.

We are just beginning to understand the potential of our rooftops. As every roof is different, finances, technical constraints, and desired uses will result in a unique mix of strategies for each building. But over time, a vibrant patchwork of beneficial uses should replace the current sea of tar.

improving quality of life while reducing environmental impact and operating costs. As part of its Green Agenda, NYCHA successfully piloted innovative lighting and heating upgrades at Castle Hill Houses in the Bronx, saving more than \$660,000 in heating costs in 2009 and 2010.

Based on this success, NYCHA is pursuing a multi-phase Energy Performance Contracting program to scale up energy conservation and efficiency measures in other developments. NYCHA is also exploring innovative techniques such as Building Information Management Software and Green Physical Needs Assessments. These will allow NYCHA to more strategically assess the environmental and financial impact that green retrofit efforts will have on its building stock.

In 2009, NYCHA created 37 Resident Green Committees with more than 400 members. The members have embraced a responsible, low-carbon lifestyle by switching to CFLs, recycling, conserving water, and taking care of newly planted trees. NYCHA will continue to work with the current Resident Green Committees, while helping to create at least six new Committees.

Building on the success of pilot programs at the Bronx River Houses, NYCHA, in collaboration with the City, will explore scaling up stormwater retention best management practices at other sites. NYCHA will also expand upon its current work to better incorporate sustainability into its procurement practices.

INITIATIVE 9

Promote walkable destinations for retail and other services

By encouraging the location of residents, jobs, retail, and other services within a walkable distance from one another, we can encourage the use of sustainable modes of transportation and decrease greenhouse gas emissions.

In order to support a mix of uses in neighborhoods, we will promote neighborhood shopping districts as part of a broader Neighborhood Retail Strategy that seeks to maintain built environments to attract private investment, local residents, and visitors and support the needs of small businesses. The City will create a local retail zoning “toolkit” that will expand the use of zoning tools to address specific retail issues facing different types of commercial corridors throughout the city.

Stores selling fresh, healthy foods do not exist in some communities. More than three million New Yorkers currently live in dense neighborhoods with limited opportunities to purchase nutritious, affordable foods. In these areas, consumption of fruits and vegetables is low, and rates of diet-related diseases are high.

Opportunities exist to use existing food distribution infrastructure, like bodegas and food carts, and the City’s regulatory powers to increase

access to healthy foods. In partnership with the City Council, we are developing and implementing programs to provide low-cost temporary solutions, while encouraging the development of more permanent markets.

Through the Healthy Bodegas initiative, more than 1,000 bodegas have promoted the sale of fresh produce and low-fat dairy products, increasing sales of these products to local residents. The Green Carts program has issued almost 500 new permits to street vendors selling fresh fruit and vegetables in underserved neighborhoods, quickly and effectively expanding retail options. By augmenting the federal food stamp program (SNAP) with “Health Bucks,” we are providing SNAP recipients with \$2 in coupons for every \$5 in SNAP spent at farmers markets. More than 110,000 Health Bucks were distributed in 2009, generating an additional \$220,000 in sales of fresh, locally grown fruit and vegetables.

We will facilitate the creation of 300 more healthy food retail options in targeted underserved neighborhoods. To encourage the growth of new grocery stores and supermarkets, we launched the FRESH program, which provides zoning and financial incentives for full-service grocery stores that locate in certain neighborhoods considered underserved by food retailers. We will identify additional amendments to zoning, including an expansion of the FRESH program, to direct grocery stores to more communities with food access needs.



Shopping for produce at a Greenmarket

Credit: Samuel J. Christophe. Teffajukama appears courtesy GrowNYC

In partnership with the City Council, we are also creating food retail and production opportunities by maximizing the use of City-owned land. The City has helped establish both the Kitchen Incubator at La Marqueta in East Harlem, and the Entrepreneur’s Space (E-Space) in Long Island City. These programs provide facilities, equipment, and other resources to entrepreneurs starting businesses in the ever-growing food manufacturing industry. The City currently serves 100 clients at E-Space. We will graduate 25 new businesses from that incubator and an additional 40 at La Marqueta, so that food entrepreneurs can bring healthy food and economic development to neighborhoods throughout the city.

INITIATIVE 10
Preserve and upgrade existing affordable housing

Preservation is a top priority in today’s economic climate where buildings are more susceptible to accelerated financial and physical distress. We have spent over three decades investing in our existing affordable housing stock, building up an important long-term source of affordable housing for low- and moderate-income New Yorkers. However, many of the original affordability restrictions set by the state and federal governments to restrict rents on properties are now expiring, and owners are often inclined to convert their buildings to market-rate housing.

The City is working with owners of buildings with affordable units to refinance and preserve their buildings in exchange for accepting or extending affordability restrictions. Some of these buildings also need repair to improve conditions for tenants. We will work to preserve these units using strategies specific to each development.

To protect Mitchell-Lama and similar types of housing, we will develop creative financing arrangements that combine property tax incentives, low-interest refinancing, rehabilitation loans, and other subsidies with long-term affordability commitments. To keep smaller buildings affordable and in good condition, we will implement the Small Owner Repair Program, which couples 10-year forgivable loans with upkeep and maintenance agreements to ensure the financial viability, physical upkeep, and continued affordability of participating buildings. Together these methods will allow us to preserve an additional 34,000 units through 2014.

It is also important to preserve the integrity of neighborhoods and their residents. While the single family foreclosure crisis has not necessarily affected New York City to the same degree as other areas, it has impacted specific neighborhoods such as Jamaica, Queens. To bolster these neighborhoods, we will provide an estimated 4,000 New Yorkers with mortgage and foreclosure prevention counseling, legal services, and education annually through the Center for NYC Neighborhoods.

Finally, NYCHA will invest more than \$397 million at 189 developments to improve its building stock, which currently houses one-in-twelve New Yorkers. In addition, NYCHA will apply for a \$300 million bond to address additional façade and roof renovations at more than 32 developments.

INITIATIVE 11
Proactively protect the quality of neighborhoods and housing

Preservation is not only critical for affordable housing, but to all housing across the city. To protect tenants, neighborhoods, and the quality of our housing citywide, we must identify distressed properties before they fall into a state of severe disrepair. Until recently, the City’s systems and tools have been largely reactive and geared toward 311—our non-emergency source for information and services—and tenant or neighbor complaints.

We will work with community groups, the City Council and state agencies to consolidate data from multiple sources to identify distressed buildings that are declining and are at risk of becoming blighted. We will evaluate over 1,000 at-risk buildings over the next three years, assessing conditions, and performing roof-to-cellar inspections for those buildings that are clearly in distress. We will take action to improve the conditions of buildings, including more code enforcement, litigation, receivership, as well as ownership transfer, preservation loans, financial counseling, and referrals.

Conclusion

While our near-term housing priorities have shifted in response to the changing economic environment, our long-term planning continues to be driven by the need to house nearly a million more New Yorkers by 2030 and a desire to create greener, greater communities.

As the economy has changed, the tools we have used to create and preserve affordable housing have adapted. We can anticipate that the economy will change again, and we must continue to be prepared to respond with creativity and compassion as newer challenges emerge.

We must also maintain our focus on the long-term housing needs of the city. By continuing to expand the potential for housing supply, coordinate and finance the creation of new and affordable housing, and address the sustainability needs of our neighborhoods, we can realize our vision of New York as a city of opportunity for all.