

Implementation

In the four years since PlaNYC was released, we've tracked annual progress on our initiatives. Although this Plan addresses long-term challenges, there is much we must do in the near-term to achieve our goals. Keeping our eyes on that twenty-year horizon, we also need to measure how we are doing year-by-year.

Implementing this Plan requires the collective action and resources of City government, the City Council, the State Legislature, state agencies, public authorities, the private and non-profit sectors, and individual New

Yorkers. Here we have outlined the responsibilities, milestones, and the City budget commitments as a guide to how the Plan will continue to be implemented.

Many projects have been underway since the Plan's initial release. Others are being launched or modified with this update. The majority take multiple phases and years to complete. In this table, we have identified 2013 milestones for each initiative, so that in two years we can judge (and be judged by) how much progress we have made toward our goals for 2030.

Acronyms and Abbreviations

AEA	ASSOCIATION FOR ENERGY AFFORDABILITY	MOCS	NYC MAYOR'S OFFICE OF CONTRACT SERVICES
AEE	ASSOCIATION OF ENERGY ENGINEERS	MTA	METROPOLITAN TRANSPORTATION AUTHORITY
ASHRAE	AMERICAN SOCIETY OF HEATING, REFRIGERATION AND AIR-CONDITIONING ENGINEERS	NRDC	NATIONAL RESOURCES DEFENSE COUNCIL
BBPDC	BROOKLYN BRIDGE PARK DEVELOPMENT CORPORATION	NREL	NATIONAL RENEWABLE ENERGY LAB
BIC	BUSINESS INTEGRITY COMMISSION	NYCHA	NEW YORK CITY HOUSING AUTHORITY
BOA	BROWNFIELD OPPORTUNITY AREA	NYISO	NEW YORK INDEPENDENT SYSTEM OPERATOR
CBO	COMMUNITY-BASED ORGANIZATION	NYNJBK	NEW YORK/NEW JERSEY BAYKEEPER
CDC	COMMUNITY DEVELOPMENT CORPORATION	NYPA	NEW YORK POWER AUTHORITY
CDFI	COMMUNITY DEVELOPMENT FINANCIAL INSTITUTION	NYPD	NYC POLICE DEPARTMENT
CMAQ	CONGESTION MITIGATION AND AIR QUALITY	NYSERDA	NEW YORK STATE ENERGY RESEARCH AND DEVELOPMENT AUTHORITY
CUNY	CITY UNIVERSITY OF NEW YORK	OEC	NYC OFFICE OF ENVIRONMENTAL COORDINATION
DCA	NYC DEPARTMENT OF CONSUMER AFFAIRS	OER	NYC OFFICE OF ENVIRONMENTAL REMEDIATION
DCAS	NYC DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES	OFPC	NYC OFFICE OF THE FOOD POLICY COORDINATOR
DCP	NYC DEPARTMENT OF CITY PLANNING	OLTPS	NYC MAYOR'S OFFICE OF LONG-TERM PLANNING AND SUSTAINABILITY
DDC	NYC DEPARTMENT OF DESIGN AND CONSTRUCTION	PANYNJ	PORT AUTHORITY OF NEW YORK AND NEW JERSEY
DEP	NYC DEPARTMENT OF ENVIRONMENTAL PROTECTION	PSC	NY STATE PUBLIC SERVICE COMMISSION
DOB	NYC DEPARTMENT OF BUILDINGS	REBNY	REAL ESTATE BOARD OF NEW YORK
DOE	NYC DEPARTMENT OF EDUCATION	SBS	SELECT BUS SERVICE
DOF	NYC DEPARTMENT OF FINANCE	SCA	NYC SCHOOL CONSTRUCTION AUTHORITY
DOHMH	NYC DEPARTMENT OF HEALTH AND MENTAL HYGIENE	STATE DEC	NY STATE DEPARTMENT OF ENVIRONMENTAL CONSERVATION
DOT	NYC DEPARTMENT OF TRANSPORTATION	STATE DOH	NY STATE DEPARTMENT OF HEALTH
DPR	NYC DEPARTMENT OF PARKS & RECREATION	STATE DOS	NY STATE DEPARTMENT OF STATE
DSNY	NYC DEPARTMENT OF SANITATION	STATE PARKS	NY STATE OFFICE OF PARKS, RECREATION AND HISTORIC PRESERVATION
EDC	NYC ECONOMIC DEVELOPMENT CORPORATION	TGI	TRUST FOR GOVERNORS ISLAND
EDF	ENVIRONMENTAL DEFENSE FUND	TLC	NYC TAXI AND LIMOUSINE COMMISSION
EPA	U.S. ENVIRONMENTAL PROTECTION AGENCY	TPL	TRUST FOR PUBLIC LAND
FERC	FEDERAL ENERGY REGULATORY COMMISSION	UAHS	URBAN ASSEMBLY HARBOR SCHOOL
FHL	FRIENDS OF THE HIGH LINE	UGC	URBAN GREEN COUNCIL
HDC	NYC HOUSING DEVELOPMENT CORPORATION	USACE	U.S. ARMY CORPS OF ENGINEERS
HPD	NYC DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT	USGBC	U.S. GREEN BUILDING COUNCIL
HRF	HUDSON RIVER FOUNDATION	US DOE	U.S. DEPARTMENT OF ENERGY
HRPT	HUDSON RIVER PARK TRUST	US DOT	U.S. DEPARTMENT OF THE INTERIOR
HYDC	HUDSON YARDS DEVELOPMENT CORPORATION	US FWS	U.S. FISH AND WILDLIFE SERVICE
LAW	NYC LAW DEPARTMENT	US NPS	U.S. NATIONAL PARK SERVICE
LDC	LOCAL DEVELOPMENT CORPORATION	US NRC	U.S. NUCLEAR REGULATORY COMMISSION

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE
HOUSING AND NEIGHBORHOODS	CREATE CAPACITY FOR NEW HOUSING			
	1 Continue transit-oriented rezonings			
	Continue to create opportunities for denser development in transit-accessible areas, in large rezonings including Sunnyside/Woodside, Bedford-Stuyvesant North, West Harlem, West Clinton, and East Fordham Road	DCP		City operating
	Continue to apply Inclusionary Housing Program in rezonings that encourage substantial new housing development	DCP / HPD		City operating and/or federal funding
	2 Explore additional areas for new development			
	Advance development and open space plans for the Staten Island North Shore	DCP / DPR / EDC		City operating
	Identify additional potential infill opportunities on NYCHA grounds citywide	NYCHA / DCP / HPD		NYCHA / City operating and/or federal funding
	Explore opportunities for transit-oriented development and related improvements around Metro-North stations in the Bronx	DCP	MTA	City operating
	Explore opportunities for the use of underutilized MTA properties to create housing, economic development, open space, or other opportunities to enhance surrounding communities	DCP	MTA	City operating
	Implement improvements in Hudson Yards to catalyze development	HYDC / DPR	MTA	City capital
	Unlock development potential of underutilized Seward Park sites	EDC / HPD / DCP		IDA
	Reduce City government leased or owned space by 1.2M square feet	DCAS / EDC		City operating
	3 Enable new and expanded housing models to serve evolving population needs			
	Explore regulatory and legislative changes to allow the creation of safe and legal additional units in existing housing	HPD / DCP / DOB / FDNY		City operating
	Explore new housing models to promote smart growth and serve smaller households	HPD / DCP / DOB		City operating
	FINANCE AND FACILITATE NEW HOUSING			
	4 Develop new neighborhoods on underutilized sites			
	Begin construction on 900 units of housing in Hunter's Point South, Queens	HPD / EDC	HDC	City capital / Federal funding
	Begin infrastructure construction and remediation for Willets Point Phase I, a mixed-use development including 400 housing units	EDC / HPD	HDC	City capital / Federal funding
	Complete construction on 1,300 units and begin construction on 900 units in Arvene, Queens; Complete construction on 400 units and start construction on 80 units in Gateway, Brooklyn	HPD		City capital / Federal funding
	5 Create new units in existing neighborhoods			
	Develop 20,000 new units by 2014 under the New Housing Marketplace Plan	HPD	HDC	City capital and/or federal funding
	Complete construction of over 3,000 units in Melrose Commons Urban Renewal Area	HPD	HDC	City capital and/or federal funding
	Complete construction on 1,640 units and begin and finish construction on 1,800 affordable units in NYCHA sites	NYCHA / HPD / DCP	HDC	City capital / NYCHA / Federal funding
	Explore modification of parking requirements for affordable housing to lower construction costs and facilitate housing creation	DCP / HPD		City operating
	6 Develop new housing units in existing City properties			
	Start construction of housing units in the former PS 109 in East Harlem	HPD		City capital and/or federal funding
	Start construction of affordable housing on underutilized DSNY facility on West 20th Street in Manhattan	HPD		City capital and/or federal funding
ENCOURAGE SUSTAINABLE NEIGHBORHOODS				
7 Foster the creation of Greener, Greater Communities				
Launch Greener, Greater Communities pilot	OLTPS		City operating	
Conduct Sustainable East New York study, incorporating community sustainability in addition to land use objectives	DCP		City operating / Federal funding	
8 Increase the sustainability of City-financed and public housing				
Certify 40 affordable housing projects with Enterprise Green Communities every year	HPD		City operating and/or federal funding	
Provide financing for over 30,000 units with energy efficiency and sustainability requirements by 2014	HPD		City capital and/or federal funding	

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE	
HOUSING AND NEIGHBORHOODS	Promote and expand NYC Green House education initiative to encourage multifamily building owners to retrofit their buildings	HPD		City operating and/or federal funding	
	Conduct six Green Owners Nights annually for small and medium-sized building owners on best practices on green energy, water, materials, and community issues	HPD		City operating and/or federal funding	
	Create multi-phase Energy Performance Contracting Program to scale up energy efficiency measures	NYCHA		NYCHA	
	Perform a pilot Green Physical Needs Assessment on a NYCHA property	NYCHA		NYCHA	
	Increase the amount of NYCHA Resident Green Teams from 37 to 43 and better connect them with surrounding communities	NYCHA		NYCHA	
	Explore incorporating more stormwater retention efforts into NYCHA sites	NYCHA / DEP		City operating	
	9 Promote walkable destinations for retail and other services				
	Promote neighborhood shopping districts	DCP / EDC / Dept. of Small Business Services		City operating	
	Facilitate the creation of 300 more healthy food retail options in targeted underserved neighborhoods	DOHMH		City operating	
	Identify additional amendments to zoning to facilitate grocery stores in communities with food access needs	DCP		City operating	
	Facilitate food retail and production opportunities on City-owned spaces in underserved areas by graduating a total of 40 new clients in La Marqueta and 25 new clients in E-Space	EDC	City Council	City operating	
	10 Preserve and upgrade existing affordable housing				
	Preserve 34,000 affordable units by 2014 under the New Housing Marketplace Plan	HPD	HDC	City capital and/or federal funding	
	Perform 148 capital rehabilitations in 189 NYCHA developments	NYCHA		NYCHA	
Provide legal advice and counsel to over 2,000 New Yorkers and assist 1,800 individuals in getting mortgage modifications in order to avoid foreclosure of their homes through CNYCN	HPD		City capital and/or federal funding		
11 Proactively protect the quality of neighborhoods and housing					
Proactively conduct field studies in 1,000 buildings at risk for distress or decline	HPD		City operating and/or federal funding		
TARGET HIGH IMPACT PROJECTS IN NEIGHBORHOODS UNDERSERVED BY PARKS					
1 Create tools to identify parks and public space priority areas					
Develop matrix assessment and mapping tools to assist in targeting high priority areas	DPR		City operating		
2 Open underutilized spaces as playgrounds or part-time public spaces					
Complete construction and open for community use an additional 53 schoolyards to playgrounds sites bringing the total number open for public use to 230	DPR / SCA / DOE	TPL	City operating / City capital		
Conduct Summer Streets for three Saturdays each year	DOT		City operating		
Conduct Weekend Walks at 20 locations annually	DOT		City operating		
Expand the number of schools with access to Play Streets by 40	DOHMH / NYPD		City operating		
Conduct 15 Community Play Streets each year	DOHMH / NYPD		City operating		
3 Facilitate urban agriculture and community gardening					
Launch study to identify potential urban agriculture or community garden sites on City-owned properties unsuitable for other development	DPR / DCAS		City operating		
Plant 129 new community gardens on NYCHA sites	NYCHA		NYCHA		
Create one urban farm on a NYCHA site	NYCHA		NYCHA		
Establish five additional farmers markets at community garden sites	DPR	GrowNYC	City operating		
Increase number of community volunteers registered with GreenThumb by 25%	DPR	GreenThumb	City operating		
Expand support for community gardens into new underserved neighborhoods	DPR	GreenThumb	City operating		
Register 25 new school gardens with Grow to Learn NYC per year, and retain at least 75% of registered school gardens year to year	Mayor's Fund / DOE	GrowNYC	City operating		

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE
Reduce impediments to agriculture in relevant laws and regulations		DCP / DOB / DPR		City operating
4 Continue to expand usable hours at existing sites				
Complete 26 multi-purpose fields		DPR		City operating / City capital
Complete 19 new lighting installations		DPR		City operating
CREATE DESTINATION-LEVEL SPACES FOR ALL TYPES OF RECREATION				
5 Create and upgrade flagship parks				
Highland Park: Complete renovations including reservoir perimeter lighting, path restoration, and new entry points		DPR		City capital
McCarren Park: Complete construction of pool and year-round recreation center		DPR		City capital
Ocean Breeze Park: Complete 2,500-seat field house		DPR		City capital
Highbridge Park: Restore bridge and add new entry points for wheelchair users to improve connectivity between Northern Manhattan and the Bronx		DPR / DDC		City capital / CMAQ / Federal funding / Private funding
The High Line: Construct Section 2 (20th to 30th streets) and pursue acquisition of Section 3		DPR / EDC	FHL	City capital / Private funding
Calvert Vaux Park: Construct new sports fields, lighting, and pedestrian paths as part of phase 1 construction		DPR		City capital / State funding
Fort Washington Park: Complete phase I construction		DPR		City capital / State funding / CMAQ
Soundview Park: Complete construction of Metcalf Playground, Rosedale Amphitheater, and Metcalf Track & Field		DPR		City capital
Rockaway Park: Complete construction of phase I		DPR		City capital
Brooklyn Bridge Park: Complete Pier 5, reopen Empire Fulton Ferry Park and Squibb Bridge		DPR	BBPDC	City capital / Private funding
Transmitter Park: Construct 1.5-acre site, including a playground, benches, and trees		EDC / DPR		City capital / State funding / Grants
East River Park Esplanade: Substantially complete park elements		EDC	GreenThumb	Federal funding
East River Park: Complete reconstruction of seawall and esplanade		DPR		City capital
Governors Island: Commence parkland and infrastructure development		TGI		City capital
Hunter's Point: Complete construction of a new five-acre park		EDC		City capital
Bushwick Inlet Park: Continue phased acquisition, remediation, and development of parks		DPR		City capital
Stapleton: Begin construction of six-acre waterfront esplanade		EDC		City capital / State capital
Steeplechase Park: Complete construction of Steeplechase plaza and restoration of carousel		EDC		City capital
Orchard Beach: Replenish with clean sand, and expand the South Jetty		DPR		City capital
Anable Basin: Complete design and reconstruction of pier		DCAS		City capital
Hudson River Park: Construct an upland esplanade in Tribeca, reconstruct Pier 97		HRPT		State capital
Bush Terminal: Complete remediation of open space and advance phase I of park		DPR / EDC		City capital / State funding / Federal funding
6 Convert former landfills into public space and parkland				
Freshkills Park: Develop the first public access areas overlooking Main Creek and continue capping and closing of east and west mounds		DPR		City capital / State funding
Pelham Landfill: Open to the public		DPR		City capital
Ferry Point Park: Complete Community Park		DPR		City capital

PARKS AND PUBLIC SPACE

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE
PARKS AND PUBLIC SPACE	7 Increase opportunities for water-based recreation			
	Develop multi-agency task force to assess opportunities for expanding the blue network across the city for water-based recreation	DPR / DCP / DEP		City operating
	Complete expansion of launch platform at Hunts Point-Riverside Park	DPR		City capital
	Complete repair and replacement of floating docks at Dyckman Street Marina	DPR		City capital
	Activate West Harlem Piers Park's excursion boat pier and ferry barge	EDC		City capital
	RE-IMAGINE THE PUBLIC REALM			
	8 Activate the streetscape			
	Complete construction of 13 plazas	DOT		City operating / City capital / State funding / Federal funding
	Install 500 benches throughout the city	DOT		City operating / Federal funding
	Approve the urbanSHED Design Competition winning design and work with City agencies, buildings owners, contractors, and professionals on adoption of the new design	DOB		City operating
	Release recommendations to further streamline the permitting process for sidewalk cafés	DCAS / MOCS		City operating
	Amend zoning to facilitate revitalization of underutilized arcades in Lower Manhattan with new active uses	DCP		City operating
	Open four new pop-up cafés	DOT		City operating
	9 Improve collaboration between City, state, and federal partners			
Conduct five joint research projects via the NYC Urban Field Station	DPR	U.S. Forest Service	City operating / Federal funding	
Align pathways, hours of operation, and bicycling rules on neighboring park sites	DPR	State Parks / US NPS	City operating	
10 Create a network of green corridors				
Continue to build and expand greenway waterfront network including Brooklyn Waterfront Trail, Queens East River Trail, Soundview Greenway, South Bronx Greenway, Staten Island South Shore Greenway, and Manhattan Waterfront Greenway	DPR / DOT / EDC	BBPDC	City capital / state funding / CMAQ / federal funding	
Release update to Streets Design Manual that contains guidance on landscaping and the use of other sustainable elements	DPR / DOT / DEP / DCP	Design Trust for Public Spaces	Private grants	
PROMOTE AND PROTECT NATURE				
11 Plant one million trees				
Plant a total of 650,000 trees	DPR	New York Restoration Project	City capital / private funding	
Explore methods to ensure long-term survival of existing urban forest	DPR		City operating	
12 Conserve natural areas				
Explore the establishment of a natural area conservancy to preserve the city's remaining wild lands	DPR		City operating	
13 Support ecological connectivity				
Complete 80 greenstreets per year	DEP / DPR / DOT		Water and sewer bond proceeds	
Conduct a study to determine best practices for promoting biodiversity in green roof design and construction	DPR		City operating	
Restore parkway landscapes to improve landscape connectivity	DPR		City capital	
Develop a framework to comprehensively address landscape issues on buildings sites in City codes and regulations	OLTPS		City operating	
Create green standards for City government building site development and renovations	DDC		City operating	
ENSURE THE LONG-TERM HEALTH OF PARKS AND PUBLIC SPACE				
14 Support and encourage stewardship				
Expand access to free tree care workshops and tool kits to stewardship groups across the five boroughs	DPR	Mayor's Fund	City operating	
Institute DPR's network meetings for four parks in every borough	DPR		City operating	

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE
PARKS AND PUBLIC SPACE	Increase training activities and networking forums at catalyst parks	DPR		City operating
	Increase attendance at programming to more than 15,000 across all catalyst parks annually	DPR		City operating
	15 Incorporate sustainability through the design and maintenance of all public space			
	Develop digital library tracking system for cataloging sustainable aspects of capital projects	DPR		City operating
	Develop sustainable design checklist to be used with all DPR capital projects that complies with national Sustainable Sites standards	DPR		City operating
	Develop indicators to measure existing and new sustainability initiatives at DPR related to water, material resources, energy, fuel, and partnerships	DPR		City operating
	Release first version of the Sustainable Parks Plan to promote accomplishments, train and educate DPR staff in best practices, and improve sustainability initiatives across the agency	DPR		City operating
BROWNFIELDS	DEVELOP PROGRAMS TO ACCELERATE BROWNFIELD CLEANUP AND REDEVELOPMENT			
	1 Increase participation in the NYC Brownfield Cleanup Program by partnering with lenders and insurers			
	Establish programs for financial institutions to increase lending for properties in the NYC BCP	OER	Community banks and other financial institutions	City operating
	Establish programs with the insurance industry to deliver preferred insurance policies for properties in the NYC BCP	OER	Insurance companies and brokers	City operating
	2 Increase the capacity of small businesses and small- and mid-size developers to conduct brownfield cleanup and redevelopment			
	Establish a brownfield <i>pro bono</i> referral program to provide inexperienced developers with advice on how to conduct investigations and cleanups	OER	NYC Brownfields Partnership	City operating
	3 Enable the identification, cleanup, and redevelopment of brownfields			
	Establish flexible NYC BCP provisions to allow for land preparation for resale	OER		City operating
	Perform market outreach to improve the SPEED real estate search engine to promote brownfield cleanup and redevelopment	OER		City operating
	Collaborate with community development corporations to advance the cleanup and redevelopment of property across the city	OER	CDFIs / LDCs / CDCs / CBOs	City operating
	Establish a web-based application that automates and streamlines the navigation of City cleanup programs	OER		City capital
	In partnership with the EPA, implement approaches and improve Triad tools to accelerate property investigation and cleanup	OER	EPA	Federal funding
	Encourage cleanup and redevelopment of waterfront sites by proposing amendments to the Zoning Resolution that would allow greater flexibility for non-residential uses and floor area	DCP		City operating
	4 Build upon existing state and federal collaborations to improve the City's brownfield programs			
	Develop stronger liability protection at the state level	OER	State DEC	City operating
	Develop stronger liability protection at the federal level	OER	EPA	City operating
	Develop a pilot program for environmental lien forgiveness	OER		City operating
	STRENGTHEN INCENTIVES FOR BROWNFIELD CLEANUP AND REDEVELOPMENT			
	5 Study the economic value of brownfield redevelopment in New York City			
	Assess the fiscal and employment benefits of brownfield redevelopment in New York City	OER / EDC		City operating
	6 Leverage the NYC Brownfield Cleanup Program to establish funding and other incentives for cleanup and redevelopment			
	Develop programs that align incentives for neighborhood housing or infrastructure revitalization with brownfield incentives	OER		City operating
	Establish brownfield redevelopment financial counseling program	OER		City operating
Develop a web-based brownfield financial assistance search tool	OER		City operating	
DEEPEN OUR COMMITMENT TO COMMUNITIES FOR COMMUNITY BROWNFIELD PLANNING, EDUCATION, AND SERVICE				
7 Support community-led planning efforts				
Establish 25 NYC Community Brownfield Planning Districts (CBPDs)	OER		City operating	
Provide focused City assistance and services to designated CBPDs for brownfield and sustainability planning	OER		City operating	

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE
BROWNFIELDS	Pilot incorporation of brownfield planning into early stages of redevelopment planning with East New York Sustainable Communities project	DCP / OER	BOA Groups	City operating
	Identify 8-12 new Brownfield Opportunity Area (BOA) projects in neighborhoods disproportionately impacted by clusters of brownfields	OER	State DOS	State funding
	8 Support local and area-wide community brownfield planning efforts			
	Conduct a study to identify best management practices for community planners undertaking community brownfield planning efforts	OER	BOA Groups	State funding
	Establish training and other programs to build the capacity of community-based organizations in brownfield redevelopment, planning, and implementation	OER	BOA Groups	Federal funding
	Develop online community planning portal to provide cutting edge tools to community brownfield planners	OER	State DOS	State funding
	Support pilot program established by New York State Department of State for area-wide community brownfield planning and cross-government collaboration	OER	State DOS / BOA Groups	State funding
	9 Increase the transparency and accessibility of brownfield cleanup plans			
	Establish an online document repository for NYC BCP project information	OER	New York Public Library	City operating
	Establish advanced methods for the communication of brownfield project information to New York City communities	OER		City operating
	Develop web-based educational tools to help all stakeholders understand brownfield cleanup and redevelopment processes	OER / Mayor's Office	New York Public Library	Private funding
	Expand the NYC BrownfieldWORKS! training program	OER	NYC Brownfield Partnership	State funding
	EXPAND THE USE OF GREEN REMEDIATION			
	10 Promote green remediation in the NYC Brownfield Cleanup Program			
	Establish the Sustainability Statement in all cleanup plans	OER		City operating
	Accelerate adoption of green remediation practices by establishing a program for green remediation audits of cleanup plans under the NYC BCP	OER		City capital
Encourage the use of recycled concrete aggregate (RCA) as substitute for conventional backfill material	OER / DSNY		City operating	
Develop tree-based phytoremediation approach for end-of-cleanup polishing, also promoting the MillionTreesNYC program	OER / DPR		City operating	
Establish green remediation stormwater management approaches on remedial sites and expand green infrastructure implementation as part of redevelopment	OER / DEP		City operating	
11 Promote green space on remediated brownfield properties				
Create three Pocket Parks in collaboration with community planning organizations	OER / DPR	BOA Groups	State funding	
Create design for state-of-the-art community gardens on remediated brownfields	OER / DPR	NYRP	City operating	
WATERWAYS	CONTINUE IMPLEMENTING GREY INFRASTRUCTURE UPGRADES			
	1 Upgrade wastewater treatment plants to achieve secondary treatment standards			
	Certify that the Newtown Creek WWTP meets secondary treatment standards	DEP	State DEC / EPA	Water and sewer bond proceeds
	2 Upgrade treatment plants to reduce nitrogen discharges			
	Complete upgrades at the Wards Island WWTP	DEP	State DEC	Water and sewer bond proceeds
	Complete upgrades at the Tallman Island WWTP	DEP	State DEC	Water and sewer bond proceeds
	Complete upgrades at the Bowery Bay WWTP	DEP	State DEC	Water and sewer bond proceeds
	3 Complete cost-effective grey infrastructure projects to reduce CSOs and improve water quality			
	Complete Paerdegat Basin CSO Facility	DEP	State DEC	Water and sewer bond proceeds
	Complete Alley Creek CSO Facility	DEP	State DEC	Water and sewer bond proceeds
Complete Avenue V Pumping Station	DEP	State DEC	Water and sewer bond proceeds	
Complete upgrades to the Gowanus Canal Pumping Station	DEP	State DEC	Water and sewer bond proceeds	
Complete upgrades to the Gowanus Canal Flushing Tunnel	DEP	State DEC	Water and sewer bond proceeds	

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE
WATERWAYS	Construct an aeration system for Lower English Kills in Newtown Creek	DEP	State DEC	Water and sewer bond proceeds
	Complete a destratification facility at Shellbank Creek	DEP	State DEC	Water and sewer bond proceeds
	4 Expand the sewer network			
	Complete 60 miles of new or rehabilitated sewers	DEP		Water and sewer bond proceeds
	5 Optimize the existing sewer system			
	Inspect all tide gates in the city and repair as needed	DEP		Water and sewer revenue
	Complete Alley Creek CSO Facility	DEP		Water and sewer revenue
	Clean 138 miles of interceptor sewers	DEP		Water and sewer revenue
	USE GREEN INFRASTRUCTURE TO MANAGE STORMWATER			
	6 Expand the Bluebelt program			
	Expand Bluebelt system into Queens	DEP		Water and sewer bond proceeds
	7 Build public green infrastructure projects			
	Complete 30 green infrastructure pilot projects, collect monitoring data, and publish findings	DEP / DPR		Water and sewer bond proceeds
	Capture the first inch of runoff from 70 additional acres of impervious surface	DEP	State DEC	Water and sewer bond proceeds
	8 Engage and enlist community stakeholders in sustainable stormwater management			
	Implement a green infrastructure grant program	DEP		Water and sewer bond proceeds
	Seek input through the Green Infrastructure Citizens Group	DEP		Water and sewer revenue
	9 Modify codes to increase the capture of stormwater			
	Require greater on-site detention and infiltration for new development and redevelopment	DEP		Water and sewer revenue
	Require greater stormwater runoff controls from construction sites	DOB		City operating
	Study potential code changes to incorporate blue roofs on existing buildings	OLTPS / DOB / DEP		City operating / Water and sewer revenue
	Develop new design standards for sidewalks	OLTPS		City operating
	Study improved regulation of open industrial uses to reduce runoff	DCP		City operating
	10 Provide incentives for green infrastructure			
	Evaluate the feasibility of using price signals to reduce stormwater runoff	DEP		Water and sewer revenue
	Evaluate the efficacy of the green roof tax abatement	OLTPS / DOB / DOF		City operating
	REMOVE INDUSTRIAL POLLUTION FROM WATERWAYS			
	11 Actively participate in waterway clean-up efforts			
Participate in the Superfund investigation and feasibility study in the Gowanus Canal	DEP / OER / Law	EPA / USACE	Water and sewer revenue	
Participate in the Superfund investigation in Newtown Creek	DEP / OER / Law	EPA / USACE	Water and sewer revenue	
Submit application to dredge CSO mounds for Gowanus Canal and Fresh Creek	DEP		Water and sewer revenue	
Begin CSO dredging in Paerdegat Basin	DEP		Water and sewer bond proceeds	
Complete dredging in Hendrix Creek	DEP		Water and sewer bond proceeds	

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE
WATERWAYS	PROTECT AND RESTORE WETLANDS, AQUATIC SYSTEMS, AND ECOLOGICAL HABITAT			
	12 Enhance wetlands protection			
	Transfer at least five City-owned wetlands to DPR	DPR / DCAS		City operating
	Work with state and federal partners to update wetlands maps	OLTPS / DEP / DPR	State DEC	Water and sewer revenue
	Modify the Waterfront Revitalization Program to designate additional sites of ecological importance	DCP	State DOS	State funding
	Evaluate the vulnerability of salt marshes through additional monitoring	DPR	State DEC / U.S. Geological Survey	City operating / State funding
	Develop a comprehensive strategy for wetlands	OLTPS		City operating
	13 Restore and create wetlands			
	Complete Paerdegat Basin restoration	DEP		Federal funding
	Complete Pugsley Creek Park restoration	DPR	State DOS	City capital / State funding
	Complete Soundview Park restoration	DPR	USACE / State DOS	City capital / State funding
	Complete Bronx River restoration	DPR	State DOS	City capital / State funding / Federal Funding
	Complete Randall's Island shoreline restoration	DPR	Randall's Island Sports Foundation	City capital / State funding
	Complete Calvert Vaux Park restoration	DPR	State DOS	City capital / State funding
	Complete Meadow Lake restoration	DPR	State DEC	City capital / State funding
	Complete Freshkills North Park restoration	DPR	State DOS	City capital / State funding
	Invest \$15 million in wetlands restoration in Jamaica Bay	DEP	State DEC / USACE	Water and sewer bond proceeds / Federal funding
	14 Improve wetlands mitigation			
	Establish a wetland mitigation banking or in-lieu fee program	OLTPS / DPR / DEP / EDC	State DEC	City operating
	15 Improve habitat for aquatic species			
	Expand oyster pilot project and conduct additional research	DEP	USACE / UAHS / HRF / NYNJBK / EPA	Water and sewer bond proceeds / City operating / Federal funding / Private funding
	Develop a strategy to advance restoration efforts	OLTPS / DEP	USACE / UAHS / HRF / NYNJBK / EPA	Water and sewer bond proceeds / City operating / Federal funding / Private funding
	Complete ribbed mussel bed pilot	DEP		Water and sewer bond proceeds
	Complete eel grass pilot	DEP		Water and sewer bond proceeds
WATER SUPPLY	ENSURE THE QUALITY OF OUR DRINKING WATER			
	1 Continue the Watershed Protection Program			
	Maintain the city's Filtration Avoidance Determination (FAD)	DEP	State DOH / EPA / State DEC / Upstate stakeholders	Water and sewer bond proceeds / Water and sewer revenue
	Seek to acquire land by contacting the owners of at least 50,000 acres of land every year	DEP		Water and sewer bond proceeds
	2 Protect the water supply from hydrofracking for natural gas			
	Work with the State to secure the prohibition of hydrofracking within the city's watersheds	DEP	State DEC / EPA	Water and sewer bond proceeds
	3 Complete the Catskill/Delaware Ultraviolet (UV) Disinfection Facility			
	Complete construction	DEP		Water and sewer bond proceeds
4 Complete the Croton Water Filtration Plant				
Complete construction	DEP		Water and sewer bond proceeds	

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE
WATER SUPPLY	MAINTAIN AND ENHANCE THE INFRASTRUCTURE THAT DELIVERS WATER TO NEW YORK CITY			
	5 Repair the Delaware Aqueduct			
	Break ground on the aqueduct bypass	DEP		Water and sewer bond proceeds
	Complete upgrades to the Cross River Pumping Station	DEP		Water and sewer bond proceeds
	Complete design for the upgrades to the Croton Falls Pumping Station	DEP		Water and sewer bond proceeds
	Complete rehabilitation of the New Croton Aqueduct	DEP		Water and sewer bond proceeds
	Begin design for the upgrades to the Jamaica groundwater system	DEP		Water and sewer bond proceeds
	6 Connect the Delaware and Catskill Aqueducts			
	Start construction	DEP		Water and sewer bond proceeds
	7 Pressurize the Catskill Aqueduct			
	NA	DEP		Water and sewer bond proceeds
	8 Maintain and upgrade dams			
	Begin rehabilitation of the Gilboa Dam	DEP		Water and sewer bond proceeds
	Begin engineering assessments for dams as required by the State	DEP		Water and sewer bond proceeds
	MODERNIZE IN-CITY DISTRIBUTION			
	9 Complete City Water Tunnel No. 3			
	Activate Stage 2 in Manhattan	DEP		Water and sewer bond proceeds
	10 Build a backup tunnel to Staten Island			
	Begin construction	DEP	USACE / PANYNJ	Water and sewer bond proceeds
	11 Upgrade water main infrastructure			
Replace 80 miles of water mains	DEP / DDC		Water and sewer bond proceeds	
IMPROVE THE EFFICIENCY OF THE WATER SUPPLY SYSTEM				
12 Increase operational efficiency with new technology				
Complete the installation of AMR devices citywide	DEP		Water and sewer bond proceeds	
Replace 10,000 large water meters	DEP		Water and sewer bond proceeds	
Optimize delivery by integrating forecasting models into operations	DEP	National Weather Service	Water and sewer revenue	
13 Increase water conservation				
Release a design manual for water conservation in buildings	DDC		Water and sewer revenue	
Pilot advanced strategies for water conservation in City buildings	DDC / DCAS		Water and sewer bond proceeds	
Launch a process to replace all old, inefficient toilets in City buildings	DEP / DCAS / DOE		Water and sewer bond proceeds	
Analyze the costs and benefits of widespread replacements of inefficient toilets and develop a strategy to achieve an optimal flow	DEP		Water and sewer revenue	
Develop comprehensive greywater reuse standards	OLTPS / DOB / DOHMH	State DOH	Water and sewer revenue	
TRANSPORTATION	IMPROVE AND EXPAND SUSTAINABLE TRANSPORTATION INFRASTRUCTURE AND OPTIONS			
	1 Improve and expand bus service throughout the city			
	Launch Nostrand Ave., Brooklyn SBS Corridor	DOT	MTA	MTA
	Launch 34th Street, Manhattan SBS Corridor	DOT	MTA	MTA
Launch Hylan Blvd., Staten Island SBS Corridor	DOT	MTA	MTA	

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE	
TRANSPORTATION	Launch initial Woodhaven Blvd. and LaGuardia, Queens SBS corridors	DOT	MTA	MTA	
	Implement bus operations improvements, with transit signal prioritization, on eleven routes in five boroughs	DOT	MTA	MTA	
	Improve bus priority of Ed Koch Queensboro Bridge and approaches	DOT	MTA	MTA	
	Install Bus Time on all 31 bus routes in Staten Island and B63 in Brooklyn	DOT	MTA	MTA	
	2 Improve and expand subway and commuter rail service				
	Complete construction of 7 Line extension to the Hudson Yards area of far west Midtown		MTA	HYDC	
	Continue construction of first phase of Second Avenue Subway (2015)		MTA	Federal funding	
	Continue construction of East Side Access, the LIRR's direct service to Grand Central Terminal		MTA	Federal funding	
	Complete analysis for North Shore Transportation Improvements, Staten Island	EDC	MTA	City operating	
	3 Expand for-hire vehicle service throughout our neighborhoods				
	License additional vehicles in those areas that are currently underserved	TLC		City operating	
	4 Promote car-sharing				
	Assess car-sharing potential for City fleet vehicles	DCAS		City operating	
	5 Expand and improve ferry service				
	Launch East River service pilot to support the continued redevelopment of the East River waterfronts	EDC		City operating	
	6 Make bicycling safer and more convenient				
	Double bike commuting from 2007 levels	DOT		City operating	
	Establish pilot bike-sharing program with third-party operator	DOT		Private funding	
	Install bike racks near 15 subway stations	DOT	MTA	City operating	
	7 Enhance pedestrian access and safety				
	Install countdown pedestrian signals at 1,500 intersections	DOT		City capital	
	Adopt new guidelines for public parking garages that promote pedestrian safety	DOT		City operating	
	Continue to implement Safe Routes to Transit projects, including nine "Bus Stops Under the EIs"	DOT	MTA	City operating	
	Implement 32 Safe Routes to School projects	DOT		Federal funding	
	Design a standardized, consistent pedestrian wayfinding system	DOT / NYC & Co.		City operating	
	REDUCE CONGESTION ON OUR ROADS, BRIDGES, AND AT OUR AIRPORTS				
	8 Pilot technology and pricing-based mechanisms to reduce traffic congestion				
	Expand ParkSmart program to three new neighborhoods (2013)	DOT		City operating	
Install 4,500 Muni-Meters	DOT		City operating		
Install Intelligent Transportation Systems (ITS) approach to reducing congestion in selected areas	DOT	Business Improvement Districts	City operating		
9 Modify parking regulations to balance the needs of neighborhoods					
Explore modifications to Manhattan Core parking regulations	DCP		City operating		
Explore revisions to off-street parking requirements in areas close to the Manhattan Core	DCP		City operating		
10 Reduce truck congestion on city streets					
Implement new peak and off-peak delivery windows in congested areas	DOT	Business Improvement Districts	City operating		

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE
TRANSPORTATION	Implement commercial paid parking at high-demand loading zones citywide	DOT	Business Improvement Districts	City operating
	Improve landside access to the New York Container Terminal	EDC / DOT	PANYNJ	City capital
	11 Improve freight movement			
	Study the Sheridan Corridor in the Bronx	DCP / DOT / OLTPS		Federal funding
	Launch a study of New York City's food distribution pathways	OLTPS / OFPC / DOT / EDC	City Council	City operating / Private funding
	Accommodate more inbound freight trains at Hunts Point	EDC		City operating
	Establish new rail transfer hubs in Brooklyn and Staten Island	EDC	PANYNJ	City operating
	Increase rail and waterborne freight deliveries to the South Brooklyn Marine Terminal	EDC		City capital
	12 Improve our gateways to the nation and the world			
	Advocate for federal investment in NE Corridor passenger rail and improved aviation traffic control	EDC	PANYNJ	City operating
	Launch study of JFK air cargo industry	EDC	PANYNJ	City operating
	Improve truck access to JFK Airport	EDC / DOT	PANYNJ / State DOT	City capital and/or state funding
	MAINTAIN AND IMPROVE THE PHYSICAL CONDITION OF OUR ROADS AND TRANSIT SYSTEM			
	13 Seek funding to maintain and improve our mass transit network			
	Fund MTA Capital Program beyond 2011		MTA	State funding / Federal funding
	14 Maintain and improve our roads and bridges			
Seek opportunities to improve bridge conditions	DOT		City capital	
Seek opportunities to improve the state of repair of the city's streets	DOT		City capital	
Seek legislation for joint bidding of public works projects	Mayor's Office	State Legislature	City operating	
ENERGY	IMPROVE ENERGY PLANNING			
	1 Increase planning and coordination to promote clean, reliable, and affordable energy			
	Work with multiple energy stakeholders to encourage clean energy supply investments, effective incentive programs, shared data collection and management, and coordinated energy forecasting	OLTPS / DEP	Energy Policy Task Force (Con Ed / National Grid / NYSEDA / Governor's Office)	City operating
	INCREASE OUR ENERGY EFFICIENCY			
	2 Implement the Greener, Greater Buildings Plan			
	Complete the development of rules and guidelines and fully enforce the Greener, Greater Buildings Plan	OLTPS / DOB / DOF / DEP		City operating
	Complete an annual analysis and report on benchmarking results	OLTPS / DCAS		City operating
	3 Improve our codes and regulations to increase the sustainability of our buildings			
	Complete the incorporation of the Green Codes Task Force proposals into law	OLTPS / DOB / DCP / Law / DCA	City Council	City operating
	Propose amendments to the Zoning Resolution and City codes to remove the barriers to energy-efficient building envelopes and the siting of clean energy on buildings	OLTPS / DCP		City operating
	Work with the International Code Council and ASHRAE to bring New York City's codes and the model codes into greater alignment	OLTPS / DOB	ICC / ASHRAE	City operating
	4 Improve compliance with the energy code and track green building improvements citywide			
	Aim to achieve compliance by 2017	OLTPS / DOB		City operating
Develop a "green report card" and an online tracking tool for green building improvements	OLTPS / DOB		City operating	
5 Improve energy efficiency in smaller buildings				
Develop a strategy to increase the energy efficiency of smaller buildings	OLTPS / DOB / DOF		City operating	
Execute GreenNYC public education campaigns to encourage New Yorkers to reduce energy consumption at home	GreenNYC	NYSEDA / Con Ed / National Grid	Private funding	

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE
ENERGY	Launch an energy efficiency competition between residential neighborhoods throughout the five boroughs	OLTPS / CAU		Private funding
	6 Improve energy efficiency in historic buildings			
	Work with historic preservation societies and energy code councils to reconcile the energy codes with preservation requirements	OLTPS / LPC	NYSERDA / CUNY / ASHRAE / UGC / AEA / AEE / BCA	Federal stimulus / Private funding
	Partner to create a handbook of energy efficiency strategies for historic buildings	OLTPS / LPC		Federal stimulus / Private funding
	7 Provide energy efficiency financing and information			
	Create a not-for-profit corporation, the New York City Energy Efficiency Corporation (NYCEEC), to provide energy efficiency financing	OLTPS / DEP / DCAS		Federal stimulus / Private funding
	Create an information center to provide comprehensive, updated information on energy efficiency funding and tax incentives	OLTPS / DEP / DCAS	NYSERDA / PSC / Con Ed / National Grid	Federal stimulus / Private donors / Partnerships
	8 Create a 21st century energy efficiency workforce			
	Work with Amalgamated Green to ensure that we have a qualified workforce to implement our sustainability policy	OLTPS	NYSERDA / CUNY / ASHRAE / AEA / AEE	State funding
	Partner to launch Green Light New York, an energy efficiency education center for building professionals	OLTPS	NYSERDA / NYPA / ConEd	State funding
	Incorporate Energy Code training into licensing and continuing education requirements for electricians	DCAS / DDC / DOB		City operating
	Adopt national standards for energy efficiency professionals	OLTPS / DOB	US DOE / NREL	City operating
	Develop and implement a sustainable contractors designation program for electricians, plumbers, and general contractors	DOB	UGC / ASHRAE	City operating
	9 Make New York City a knowledge center for energy efficiency and emerging energy strategies			
	Work with an academic partner to create a world-class energy efficiency engineering and building science program	OLTPS / DCAS / DDC / DEP		City operating
	Partner with an academic institution to develop a standardized energy database and make this data widely available	DCAS / OLTPS / DEP	NYSERDA / USGBC	City operating
	Partner with our cultural institutions to showcase the best new building strategies	OLTPS		City operating
	10 Provide energy efficiency leadership in City government buildings and operations			
	Pursue a variety of procurement mechanisms for 30 x 17, including Energy Savings Performance Contracting	DCAS		City operating
	Incentivize City agencies to reduce energy consumption by improving operations and maintenance	DCAS		City operating
	Create standards and a handbook for high performance, green renovations of typical space types	DCAS / DDC		City operating
	Create a board to review new technologies and pilot them in City buildings	OLTPS / DCAS	City Council	City operating
	Incorporate energy-aligned lease language in City government leases, and promote energy-aligned leases in the private sector	DCAS		City operating
	New York City government to pilot a net-zero school, a Passive House project, and a deep energy retrofit project	SCA / DDC / HPD		City capital
	11 Expand the Mayor's Carbon Challenge to new sectors			
	Continue to support the University and Hospital Challenges, and develop "stretch goals"	OLTPS / EDC	NYSERDA	City operating
Launch at least two new Mayor's Carbon Challenges	OLTPS	NYSERDA	NYSERDA	
PROVIDE CLEANER, MORE RELIABLE, AND AFFORDABLE ENERGY				
12 Support cost-effective repowering or replacement of our most inefficient and costly in-city power plants				
Advocate for a wholesale energy market design that does not discourage sensible repowering and new generation projects	OLTPS / DEP	NYISO / FERC	City operating	
13 Encourage the development of clean distributed generation				
Examine the feasibility of developing clean DG at various City-owned sites and assets	DEP / DCAS	NYPA / National Grid / Con Ed / NYSERDA	City operating	
Work with utilities and project developers to streamline permitting and interconnection processes and to improve coordination of electric and gas distribution planning	DEP / DCAS	National Grid / Con Ed	City operating	
Advocate for cost-effective ratepayer-funded incentives to catalyze clean DG development	DEP / OLTPS	Con Ed / PSC	City operating	

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE
ENERGY	14 Foster the market for renewable energy in New York City			
	Work with stakeholders to explore ways to pool consumer purchasing power and demand for locally produced renewable energy	DEP / OLTPS		City operating
	Work with Energy Service Companies to conduct greenhouse gas accounting for local purchases of Renewable Energy Credits	DEP / OLTPS		City operating
	Develop an online solar map and a solar PV performance monitoring network to promote market growth and improve integration with utility planning	OLTPS	CUNY / Con Ed	Federal funding
	Work with Con Edison and other parties to explore the development of a one-stop, centralized website for permit application and tracking	OLTPS / DEP / DOB / FDNY	CUNY / Con Ed / NYSERDA	Con Ed / Federal funding
	Install small-scale solar PV and solar thermal projects at City-owned sites	DEP / DCAS	Con Ed / NYPA	City operating
	Explore public-private partnerships to develop utility-scale solar energy projects at capped municipal landfills	DEP	Con Edison	City operating
	Work with state and federal regulators to support cost-effective proposals for both public and private offshore wind projects that will benefit New York City	DEP / OLTPS	Con Ed / NYPA / US DOI / US DOE	City operating
	Explore the feasibility of developing small scale hydroelectric projects at upstate reservoirs and in water and wastewater distribution systems in a cost-effective and environmentally sensitive manner	DEP	State DEC / US FWS / FERC	City operating
	Undertake waste-gas-to-grid and cogeneration projects at City-owned buildings and infrastructure sites	DEP / DCAS / DPR	National Grid / Con Ed	Private funding
Reuse as an energy resource 60% of anaerobic digester gas produced in our wastewater system by 2017	DEP	Con Ed / National Grid / NYPA / Private developers	City operating	
MODERNIZE OUR TRANSMISSION AND DISTRIBUTION SYSTEM				
ENERGY	15 Increase natural gas transmission and distribution capacity to improve reliability and encourage conversion from highly polluting fuels			
	Work with pipeline developers, regulators, and community stakeholders to facilitate the permitting and development of appropriately sited natural gas transmission lines	DEP / OLTPS / DPR / DSNY / DOT / OEC	FERC / PANYNJ	City operating
	Work with utilities, regulators, and stakeholders to accelerate natural gas distribution upgrades in the areas where they can have the most impact in reducing residual fuel usage and improving air quality	DEP / OLTPS	Con Ed / National Grid	City operating
	Advocate for improved regulations and safety standards for natural gas production and transmission nationwide	DEP / OLTPS		City operating
	16 Ensure the reliability of New York City power delivery			
	Support the continued safe operation and relicensing of the Indian Point Energy Center	OLTPS / DEP / DCAS	NYISO / US NRC	City operating
	Explore more robust interconnection with neighboring power systems such as the Pennsylvania-New Jersey-Maryland (PJM) grid	DEP / DCAS / EDC		City operating
	Continue to evaluate the costs, benefits, and feasibility of other transmission line proposals that could deliver cleaner energy to New York City	DEP / DCAS / EDC		City operating
	Increase ability of City buildings to shed load during peak demand periods and emergency events to 50 MW	DEP / DCAS	Con Ed / State DEC / EPA	City operating
	17 Develop a smarter and cleaner electric utility grid for New York City			
Lay the foundation for a smarter grid by deploying an Energy Enterprise Metering System (EEMS) in thousands of City-owned buildings	DEP / OLTPS / DCAS	Con Ed / NYSERDA	City operating	
Explore opportunities to leverage city wireless communication assets to assist utilities in conducting automated meter reading for power and gas customers	DoITT / DEP	Con Ed	City operating	
Partner with utilities, the private sector, and academic institutions to demonstrate the viability of "virtual generation" to allow buildings to sell energy curtailment services on wholesale electricity markets	EDC / DEP	Con Ed	City operating	
Support Con Edison's efforts to capitalize on lessons learned in smart-grid demonstration projects and to scale up cost-effective technologies that will help reduce consumption or improve grid reliability	DEP / OLTPS / DCAS	Con Ed / NYSERDA	City operating	
Work with regulators, utilities, building owners, and energy companies to encourage deeper participation by commercial and industrial consumers in market-based programs to reduce peak demand	DCAS / DEP	Con Ed / NYSERDA	City operating	
AIR QUALITY	UNDERSTAND THE SCOPE OF THE CHALLENGE			
	1 Monitor and model neighborhood-level air quality			
	Maintain a street-level air monitoring network to track neighborhood air quality differences over time	DOHMH	CUNY	City operating
	Expand the methods and pollutants measured to look more closely at specific types of emission sources and exposure settings	DOHMH	CUNY	City operating
	REDUCE TRANSPORTATION EMISSIONS			
2 Reduce, replace, retrofit, and refuel vehicles				
Reduce the City's fleet by at least 5%	DCAS / Mayor's Office		City operating	

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE	
AIR QUALITY	Implement the Clean Fleet Transition Plan	DCAS		City capital	
	Install over 60 electric vehicle charging units at City-owned facilities and garages	DCAS		Federal funding	
	Expand the use of biodiesel in the City's fleet	DCAS / DPR / DSNY		City operating	
	Complete upgrades of 400 vehicles through existing Congestion Mitigation and Air Quality (CMAQ) and other funding sources	OLTPS / DOT / EDC		CMAQ	
	Install Diesel Particulate Filters (DPFs) on 685 buses	DOE		CMAQ / Federal funding	
	3 Facilitate the adoption of electric vehicles				
	Work with Con Edison and auto manufacturers to streamline the installation process for home EV chargers	OLTPS / DOB	Con Ed		Private funding
	Work with parking garage owners, co-op boards, consumers, and Con Edison to ensure that each group understands the technical and consumer needs associated with EV chargers	OLTPS / DOT / DCAS	Con Ed		Private funding
	Work with private and non-profit parties to inform New Yorkers about the benefits and use of EVs	OLTPS			Private funding
	4 Reduce emissions from taxis, black cars, and for-hire vehicles				
	Work with Congress to pass legislation to explicitly allow state and local governments to incentivize fuel-efficient vehicles	OLTPS / TLC	U.S. Congress		City operating
	Launch an electric vehicle taxi pilot program	TLC			City operating
	5 Reduce illegal idling				
	Improve compliance of existing anti-idling laws through targeted enforcement and education	OLTPS / NYPD			City operating
	6 Retrofit ferries and promote the use of cleaner fuels				
	Complete engine upgrades on four Staten Island ferries	DOT			CMAQ / Federal funding
	Retrofit 20 private ferry boats with Diesel Oxidation Catalysts (DOCs) and repower nine additional vessels to improve fuel efficiency	DOT			CMAQ / Federal funding
	Work with the State to repeal the exemption on Petroleum Business Tax for bunker fuel	OLTPS	State Legislature		City operating
	7 Work with the Port Authority to implement the Clean Air Strategy for the Port of New York and New Jersey				
	Work with the Port Authority and other partners to implement the actions outlined in the Clean Air Strategy for the Port of New York and New Jersey	OLTPS / DOHMH / DEP / DOT / EDC	PANYNJ / EPA		City operating
Install shore-power capability at the Brooklyn Cruise Terminal	OLTPS / DEP	PANYNJ / NYPA		City operating	
Look for additional opportunities at other facilities to connect ships to the city's grid	OLTPS / DEP	PANYNJ / NYPA		City operating	
REDUCE EMISSIONS FROM BUILDINGS					
8 Promote the use of cleaner-burning heating fuels					
Launch a program to encourage and support the early phase-out of Numbers 4 and 6 heating oil	OLTPS / DEP / NYC Service	Con Ed / National Grid		Private funding	
Release Requests for Proposals to enter into energy performance contracts for City schools	DCAS			City operating	
Complete boiler conversions at 15 schools	SCA / DOE			City capital	
UPDATE CODES AND STANDARDS					
9 Update our codes and regulations to improve indoor air quality					
Propose regulations to reduce exposure to toxins released by building materials	DOB / DCA / DOHMH / OLTPS	City Council		City operating	
10 Update our air quality code					
Update the NYC Air Code	DEP			City operating	

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE
SOLID WASTE	REDUCE WASTE BY NOT GENERATING IT			
	1 Promote waste prevention opportunities			
	Install redesigned drinking fountains in public spaces and parks to encourage adoption of reusable water bottles	OLTPS / DPR / DEP / DOT		City capital
	Implement public education campaigns to reduce litter, encourage switching to reusable bags and reusable water bottles for tap water, and to encourage New Yorkers to reduce paper consumption	OLTPS / DSNY		Private funding
	2 Increase the reuse of materials			
	Implement public education campaign and leverage online platforms to encourage and increase reuse of materials	DSNY / OLTPS		Private funding
	Encourage businesses, institutions, and individuals to reuse materials	OLTPS / DSNY	GrowNYC	City operating / Private funding / Partnerships
	INCREASE THE RECOVERY OF RESOURCES FROM THE WASTE STREAM			
	3 Incentivize recycling			
	Encourage businesses to recycle, and use recyclable and recycled materials through corporate challenges, partnerships, or recognition programs	OLTPS/DSNY		Private donors / Partnerships
	Improve access to residential waste generation and diversion rate data	OLTPS / DSNY		City operating
	Implement new residential recycling penalties	DSNY		City operating
	4 Improve the convenience and ease of recycling			
	Increase recycling in public spaces and parks	DSNY / DPR		City operating
	Require new residential buildings to provide space for recycling	DOB / DCP / DSNY	City Council	City operating
	Expand recycling education programs	OLTPS / DOE / DSNY	GrowNYC	City operating
	5 Revise City codes and regulations to reduce construction and demolition waste			
	Require use of recycled content in building materials	DOB / DOT / DDC / DEP	City Council	City operating
	Require recycling of building materials	DOB / BIC / DSNY	City Council	City operating
	6 Create additional opportunities to recover organic material			
	Expand opportunities for communities to compost food waste	DSNY / OLTPS	GrowNYC	City operating
	Expand leaf and yard waste composting	DSNY / DPR		City operating
	Complete the curbside organics feasibility study	DSNY / OLTPS		City operating
	Implement a public-private textiles recycling program in every borough	DEP / OLTPS		Private funding
	Encourage use of new technologies to increase recovery of commercial food waste	DCAS / DEP		City operating
	Pursue on-site food recovery facility at the Hunts Point Food Distribution Center	EDC / DSNY / OLTPS		City operating
	Encourage in-city opportunities to recover yellow grease and convert it to biofuel	DEP / BIC / DSNY	State DEC	City operating
	Pursue opportunities to recover energy from biosolids	DEP		City operating
	7 Identify additional markets for recycled materials			
	Explore expansion of designated plastics	DSNY / OLTPS		City operating
Promote beneficial use of dredge and road renovation spoils	EDC / DSNY / OLTPS		City operating	
8 Pilot conversion technologies				
Solicit proposals to develop conversion technology facilities to dispose of waste	DSNY / EDC / OLTPS		City operating	

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE
SOLID WASTE	IMPROVE THE EFFICIENCY OF THE WASTE MANAGEMENT SYSTEM			
	9 Reduce the impact of the waste system on communities			
	Achieve significant progress toward completion of the Hamilton (Brooklyn) and North Shore (Queens) Marine Transfer Stations	DSNY		City capital
	Open the Sims recycling facility	DSNY		City capital
	Promote export of commercial waste by barge and rail	DSNY / BIC / OLTPS		City operating
	10 Improve commercial solid waste management data			
	Complete the Comprehensive Commercial Waste System Study and implement recommendations	DSNY / BIC / OLTPS		City operating
	Improve access to commercial carter information and disposal practices	BIC / OLTPS		City operating
	11 Remove toxic materials from the general waste stream			
	Expand Household Hazardous Waste collection program	DSNY		City operating
	Enhance the public's access to information about and participation in the NYS e-waste program	DSNY / OLTPS	State DEC	City operating
	Promote product stewardship programs for high toxicity products	DSNY / OLTPS		City operating
	REDUCE THE CITY GOVERNMENT'S SOLID WASTE FOOTPRINT			
	12 Revise City government procurement practices			
	Develop best practices that address solid waste reduction for procurement and incorporate into Environmentally Preferable Purchasing	DSNY / MOCS / OLTPS		City operating
	Incentivize city vendors to recover and reuse products	DSNY / MOCS / OLTPS		City operating
	13 Improve the City government's diversion rate			
	Improve quality of and access to City government solid waste generation data	DSNY / OLTPS		City operating
	Develop pilot at targeted City buildings to measure diversion rate	DCAS / DSNY / OLTPS		City operating
	Ensure all DOE schools have sustainability plans (including recycling) and designate a sustainability coordinator	DOE / DSNY		City operating
Sponsor packaging contest with design schools and corporate sponsors for products with high city agency consumption	OLTPS		City operating	
CLIMATE CHANGE	REDUCE AND TRACK GREENHOUSE GAS EMISSIONS			
	1 Release an annual inventory of greenhouse gas emissions			
	Expand GHG inventory to include neighborhood level analysis and reporting	OLTPS		City operating
	2 Assess opportunities to further reduce greenhouse gas emissions by 80% by 2050			
	Complete study to determine strategies to reduce citywide GHG emissions by 80% below 2005 levels by 2050	OLTPS		City operating
	ASSESS VULNERABILITIES AND RISKS FROM CLIMATE CHANGE			
	3 Regularly assess climate change projections			
	Institutionalize New York City Panel on Climate Change (NPCC) and establish process to regularly update its climate projections	OLTPS		City operating
	4 Partner with the Federal Emergency Management Agency (FEMA) to update Flood Insurance Rate Maps			
	Release draft updated Digital Flood Insurance Rate Maps (DFIRMS) for public comment	OLTPS / DCP / DOB	FEMA	Federal funding
5 Develop tools to measure the city's current and future climate exposure				
Develop a climate risk assessment tool	OLTPS		City operating	
Develop an updated digital elevation model using LiDAR data to promote more accurate sea level rise modeling	OLTPS / OEM / DoITT		City operating	
Launch effort to develop publicly available projected flood maps that incorporate sea level rise projections for planning purposes	OLTPS / DOB / DCP / OEM		City operating	

MILESTONES TO COMPLETE BY DECEMBER 31, 2013		LEAD AGENCY	OTHER PARTNERS	FUNDING SOURCE
CLIMATE CHANGE	INCREASE THE RESILIENCE OF THE CITY'S BUILT AND NATURAL ENVIRONMENT			
	6 Update regulations to increase the resilience of buildings			
	Conduct study of the urban design implications of enhanced flood protection for buildings	DCP / DOB / OLTPS		Federal funding
	Pursue amendments to freeboard requirements to require freeboard for wider range of buildings to account for climate change projections	DCP / OLTPS		City operating
	Incorporate consideration of climate change within the policies of the City's Waterfront Revitalization Program (WRP)	DCP / OLTPS		City operating
	Launch study of effects of rising water tables, inland flooding, wind, and extreme heat events on buildings	DCP / OLTPS		City operating
	7 Work with the insurance industry to develop strategies to encourage the use of flood protections in buildings			
	Explore measures to promote flood protection in areas that may be subject to flooding based on climate forecasts	OLTPS / DOB / DCP	Private insurers	City operating
	8 Protect New York City's critical infrastructure			
	Complete Climate Change Adaptation Task Force assessment and report and begin to implement its recommendations	OLTPS		City operating
	Maintain the Climate Change Adaptation Task Force with an expanded focus on public health and safety services	OLTPS		City operating
	Assess the opportunities for the incorporation of climate change projections into design specifications and standards for critical infrastructure	OLTPS / DCP		City operating
	9 Identify and evaluate citywide coastal protective measures			
	Develop an inventory of best practices for enhancing climate resilience in coastal areas	OLTPS / DCP		Federal funding
	Coordinate with academic institutions, scientists, engineers, and designers to develop pilot projects to test potential strategies and evaluate their costs and benefits	OLTPS		City operating
	PROTECT PUBLIC HEALTH FROM THE EFFECTS OF CLIMATE CHANGE			
	10 Mitigate the urban heat island effect			
	Coat an additional two million square feet of cool roofs	OLTPS / NYC SERVICE / DOB		Private funding
	Pursue a cool roof requirement for existing buildings	OLTPS / DOB	City Council	City operating
	Work with neighborhoods most impacted by the urban heat island effect to develop and implement community-specific strategies	OLTPS / DOB / DCP		Federal funding
11 Enhance our understanding of the impacts of climate change on public health				
Complete study on the impact of climate change on public health	DOHMH		Federal funding	
INCREASE CITY'S PREPAREDNESS FOR EXTREME CLIMATE EVENTS				
12 Integrate climate change projections into emergency management and preparedness				
Integrate climate change projections into the City's emergency management and preparedness plans and procedures	OEM		City operating	
Launch a process to include climate change as a hazard assessed under the Natural Hazard Mitigation Plan	OEM		City operating	
CREATE RESILIENT COMMUNITIES THROUGH PUBLIC INFORMATION AND OUTREACH				
13 Work with communities to increase their climate resilience				
Ensure that outreach efforts target appropriate communities and provide up-to-date climate risk information	OLTPS		City operating	
Improve the access to publicly available data on the locations of hazardous material storage in flood zones throughout the city	OLTPS / DEP / OER		City operating	