

# Implementation

One of the biggest challenges to long-term planning in government is that the terms of elected leaders rarely extend into the long term. It means that time will be up before the job is finished, which in some cases limits the desire or ability to embark on multi-year efforts. But we rarely appreciate the extent to which long-term challenges require near-term action to solve or avoid them. As a result, this plan requires fast implementation.

The Bloomberg Administration has made a significant commitment to the fulfillment of this plan, including budget allocations and a commitment to expand the Office of Long-Term Planning and Sustainability. But its implementation will require action by many leaders—in City government, in the City Council and the State Legislature, and in the public authorities that serve the city. Here we outline the responsibilities, critical steps, milestones, and City budget commitments as a guide to how this plan will be implemented.

<b>DOB</b> NYC DEPARTMENT OF BUILDINGS	<b>NYCEEA</b> NYC ENERGY EFFICIENCY AUTHORITY (PROPOSED)
<b>DCAS</b> NYC DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES	<b>NYS DEC</b> NYS DEPARTMENT OF ENVIRONMENTAL CONSERVATION
<b>DCP</b> NYC DEPARTMENT OF CITY PLANNING	<b>NYSERDA</b> NEW YORK STATE ENERGY RESEARCH AND DEVELOPMENT AUTHORITY
<b>DEP</b> NYC DEPARTMENT OF ENVIRONMENTAL PROTECTION	<b>PANYNJ</b> PORT AUTHORITY OF NEW YORK AND NEW JERSEY
<b>DOE</b> NYC DEPARTMENT OF EDUCATION	<b>NYS PSC</b> NYS PUBLIC SERVICE COMMISSION
<b>DOF</b> NYC DEPARTMENT OF FINANCE	<b>OLTPS</b> NYC MAYOR'S OFFICE OF LONG-TERM PLANNING AND SUSTAINABILITY
<b>DOHMH</b> NYC DEPARTMENT OF HEALTH AND MENTAL HYGIENE	<b>OER</b> NYC OFFICE OF ENVIRONMENTAL REMEDIATION (PROPOSED)
<b>DOT</b> NYC DEPARTMENT OF TRANSPORTATION	<b>SCA</b> NYC SCHOOL CONSTRUCTION AUTHORITY
<b>DPR</b> NYC DEPARTMENT OF PARKS & RECREATION	<b>SMART</b> SUSTAINABLE MOBILITY AND REGIONAL TRANSPORTATION FUND (PROPOSED)
<b>DSNY</b> NYC DEPARTMENT OF SANITATION	<b>TBTA</b> TRIBOROUGH BRIDGE AND TUNNEL AUTHORITY
<b>EDC</b> NYC ECONOMIC DEVELOPMENT CORPORATION	<b>TLC</b> NYC TAXI AND LIMOUSINE COMMISSION
<b>HPD</b> NYC DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT	
<b>MTA</b> METROPOLITAN TRANSPORTATION AUTHORITY	

SUB-INITIATIVE	IMPLEMENTATION LEAD AGENCY	NON-CITY ACTION NEEDED TO PROGRESS	MILESTONES FOR COMPLETION BY END OF		NEW YORK CITY FUNDING, (IN \$ MILLIONS, NOMINAL)		OTHER FUNDING SOURCES
			2009	2015	CAPITAL (FY '08-'17)	OPERATING (FY '08)	
<b>CONTINUE PUBLICLY-INITIATED REZONINGS</b>							
<b>1 Pursue transit-oriented development</b>							
Use upcoming rezonings to direct growth toward areas with strong transit access	DCP		Complete current Administration agenda for rezonings and land use studies			-	-
<b>2 Reclaim underutilized waterfronts</b>							
Continue restoring underused or vacant waterfront land across the city	DCP		Complete current Administration agenda for rezonings and land use studies			-	-
<b>3 Increase transit options to spur development</b>							
Use transit extensions to spark growth as the subways did more than a century ago	MTA/OLTPS/DOT	Transit extensions	Implement increased transit options including BRT to spur development	Undertake rezonings alongside transit expansion		-	-
<b>CREATE NEW HOUSING ON PUBLIC LAND</b>							
<b>4 Expand co-locations with government agencies</b>							
Pursue partnerships with City and State agencies throughout the city	DCAS/HPD		Create database of City, State, and Federal land for co-location opportunities and housing	Execute on co-location opportunities		2.0	0.2
<b>5 Adapt outdated buildings to new uses</b>							
Seek to adapt unused schools, hospitals, and other outdated municipal sites for productive use as new housing	DCP/HPD		Use database to identify and execute on initial sites	Execute on co-location opportunities		-	-
<b>EXPLORE ADDITIONAL AREAS OF OPPORTUNITY</b>							
<b>6 Develop underused areas to knit neighborhoods together</b>							
Continue to identify underutilized areas across the city that are well-served by transit and other infrastructure	DCP		Complete current Administration agenda for rezonings and land use studies	Begin studying areas of opportunity and select few for in-depth re-zoning initiatives		-	-

HOUSING

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<b>EXPLORE ADDITIONAL AREAS OF OPPORTUNITY, CONTINUED</b>								
<b>7 Capture the potential of transportation infrastructure investments</b>								
Examine the potential of major infrastructure expansions to spur growth in new neighborhoods	DCP			Identify rezoning opportunities that emerge with implementation of new transit projects		-	-	
<b>8 Deck over railyards, rail lines, and highways</b>								
Explore opportunities to create new land by constructing decks over transportation infrastructure	DCP		Identify railyards, rail lines, and highways that coincide with sustainable development and have the capacity for anticipated growth	Conduct feasibility assessments and identify opportunities for rezonings and required infrastructure investments		-	-	
<b>EXPAND TARGETED AFFORDABILITY PROGRAMS</b>								
<b>9 Develop new financing strategies</b>								
Continue to pursue creative financing strategies to reach new income brackets	HPD		Create Mayor's <i>New Housing Marketplace Plan</i> to build 165,000 units of affordable housing	Pursue new opportunities to continue programs to promote affordable housing		-	-	
<b>10 Expand inclusionary zoning</b>								
Seek opportunities to expand the use of inclusionary zoning, harnessing the private market to create economically-integrated communities	HPD		Pursue inclusionary zoning in all appropriate rezonings initiated and reviewed by the city	Continue use of inclusionary zoning in all appropriate rezonings initiated and reviewed by the city		-	-	
<b>11 Encourage homeownership</b>								
Continue to develop programs to encourage homeownership, emphasizing affordable apartments over single-family homes	HPD		Complete Mayor's <i>New Housing Marketplace</i> plan to build 165,000 units of affordable housing	Promote home ownership opportunities where appropriate		-	-	
<b>12 Preserve the existing stock of affordable housing throughout New York City</b>								
Continue to develop programs to preserve the existing affordable housing that so many New Yorkers depend upon today	HPD		Complete Mayor's new housing marketplace plan to build 165,000 units of affordable housing	Pursue new opportunities to continue programs to promote affordable housing		-	-	
<b>MAKE EXISTING SITES AVAILABLE TO MORE NEW YORKERS</b>								
<b>1 Open schoolyards across the city as public playgrounds</b>								
Open schoolyards as playgrounds in every neighborhood	DPR/DOE		Open all Category 1 sites not requiring capital improvements	Open all school yards in priority neighborhoods		117.2	3.5	Private donors
<b>2 Increase options for competitive athletes</b>								
Make high-quality competition fields available to teams across the city	DPR		Open fields up for community use on 43 fields	Continue to maintain fields		-	-	
<b>3 Complete underdeveloped destination parks</b>								
Fulfill the potential of at least one major undeveloped park site in every borough	DPR		Complete community outreach and designs for all regional parks	Complete construction of all regional parks		386.4	-	
<b>EXPAND USABLE HOURS AT EXISTING SITES</b>								
<b>4 Provide more multi-purpose fields</b>								
Convert asphalt sites into multi-use turf fields	DPR		Complete development of all proposed multi-purpose fields	Maintain transformed fields for continued use		42.1	-	
<b>5 Install new lighting</b>								
Maximize time on our existing turf fields by installing additional lights for nighttime use	DPR		Complete installation of all proposed field lights	maintain installed field lighting and seek new opportunities		21.6	-	
<b>RE-IMAGINE THE PUBLIC REALM</b>								
<b>6 Create or enhance a public plaza in every community</b>								
Create or enhance at least one public plaza in every community	DOT		Continue development of identified plaza initiatives and develop process for community identification of potential new plazas	Construct 10 to 15 plazas; identify new plaza opportunities in priority neighborhoods		134.3	-	
<b>7 Green the cityscape</b>								
Fill every available street tree opportunity in New York City	DPR		Plant 15,000 street trees a year	Achieve 100% street tree stocking level		246.9	8.1	
Expand Greenstreets program	DPR		Complete 240 greenstreets	Complete 640 greenstreets		15.0	0.6	Private donors

HOUSING

OPEN SPACE

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BROWNFIELDS	<b>MAKE EXISTING BROWNFIELD PROGRAMS FASTER AND MORE EFFICIENT</b>								
	<b>1 Adopt on-site testing to streamline the cleanup process</b>								
	Pilot the "Triad" program on two sites	OER		Conduct first two pilots of Triad and evaluate their effectiveness in the city environment	If effective, promote the use of Triad in City and private developments	-	-		
	<b>2 Create remediation guidelines for New York City cleanups</b>								
	Analyze New York City's soil and develop a set of standard cleanup remedies appropriate for the city	OER		Complete urban soil study; city-specific remediation guidelines under development	Achieve agreement on all city-specific presumptive remedies based on urban soil studies	-	-		
	<b>3 Establish a City office to promote brownfield planning and redevelopment</b>								
	Create a new City office to increase resources dedicated to brownfield planning, testing, and cleanups	OLTPS		Establish and fully staff office; regularly evaluate city applications and E-designated sites		-	0.5		
	<b>EXPAND ENROLLMENT INTO STREAMLINED PROGRAMS</b>								
	<b>4 Expand participation in the current State Brownfield Cleanup Program (BCP)</b>								
	Ask State to redistribute BCP tax credits to relieve budgetary pressures, and begin covering New York City-specific contamination	OLTPS	State law	Enact recommended changes to State law		-	-		State
	<b>5 Create a City program to oversee all additional cleanups</b>								
Create a City-sponsored program to provide oversight of cleanups for any sites not enrolled in other programs	OER	State law	Establish City BCP; oversee all voluntary clean ups and E-designated (Council legislation, State DEC approval, and regulations promulgated)	Continue to oversee voluntary cleanups in New York City not enrolled in a State program	-	0.5			
<b>6 Provide incentives to lower costs of remediation</b>									
Dedicate \$15 million to capitalize a fund to support brownfield redevelopment	OER		Establish a revolving loan fund; issue first loan for City remediation project		-	15.0			
<b>ENCOURAGE GREATER COMMUNITY INVOLVEMENT IN BROWNFIELD REDEVELOPMENT</b>									
<b>7 Encourage the State to release community-based redevelopment grants</b>									
Advocate for the State to reform the Brownfield Opportunity Area (BOA) program and release planning grant funds to community groups	NYS DEC/OLTPS	State law	Allocate funds to all previous BOA awardees; advocate for new process to streamline state grants to BOAs	Promote additional BOA applications and support community organizations who want to plan brownfield redevelopment	-	-		State	
<b>8 Provide incentives to participate in Brownfields Opportunity Area (BOA) planning</b>									
Advocate for financial incentives for developments constructed in coordination with a BOA	NYS DEC/OLTPS	State law	Enact State tax incentives for private developers working in coordination with BOA application		-	-		State	
<b>9 Launch outreach efforts to educate communities about brownfield redevelopment</b>									
Educate and provide technical assistance to communities, private developers, and City agencies to promote brownfield redevelopment	OER		Begin outreach campaigns and liaison services to private developers and non-profit organizations		-	-			
<b>IDENTIFY REMAINING SITES FOR CLEANUPS</b>									
<b>10 Create a database of historic uses across New York City to identify potential brownfields</b>									
Conduct a historic use assessment for all sites in order to measure long-term progress towards goals	OER		Launch study to aggregate all relevant data for a City environmental database	Launch database and provide public access	-	1.5			
<b>11 Limit liability of property owners who seek to redevelop brownfields</b>									
Create an insurance program and legal protections to limit the liability of developers willing to clean up land they did not pollute	OER		Design and launch a market-feasible supplemental insurance policy		-	10.0			
WATER QUALITY	<b>CONTINUE IMPLEMENTING INFRASTRUCTURE UPGRADES</b>								
	<b>1 Develop and implement Long-Term Control Plans</b>								
Complete Long-Term Control Plans for all 14 New York City Watersheds, as required by law	DEP		Submit Waterbody/Watershed (WB/WS) Plans for 18 waterbodies NYS DEC, detailing strategies for CSO reduction	Integrate WB/WS plans into the 14 watershed specific Long-Term Control Plans (LTCPs) and submit draft city wide LTCP	-	-			
<b>2 Expand wet weather capacity at treatment plants</b>									
Reduce Combined Sewage Overflow (CSO) discharges by more than 185 mgd during rainstorms	DEP		Continue construction	Complete upgrades to 26th Ward and Jamaica WWTP (2015)	-	-			

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<b>PURSUING PROVEN SOLUTIONS TO PREVENT STORM WATER FROM ENTERING SYSTEM</b>								
<b>3 Increase use of High Level Storm Sewers (HLSS)</b>								
Convert combined sewers into HLSS and integrate HLSS into major new developments as appropriate	DEP		Create standardized process to analyze proposed sites for possible HLSS (process for HLSS will always be dictated by the unique characteristics of the site)	Continue to implement HLSS process	-	-		
<b>4 Capture the benefits of our open space plan</b> (See the open space initiatives on page 147 for more information)								
<b>5 Expand the Bluebelt program</b>								
Expand Bluebelt in Staten Island and other boroughs, where possible	DEP		Begin expanding Bluebelt to other parts of Staten Island	Create bluebelt strategies in Udalls' Cove and Brookville Boulevard West, Springfield Lake, and Baisley Pond	-	-		
<b>EXPAND TRACK AND ANALYZE NEW BEST MANAGEMENT PRACTICES (BMPs) ON A BROAD SCALE</b>								
<b>6 Form an interagency BMP Task Force</b>								
Make the reduction of CSO volumes and other environmental issues a priority for all relevant City agencies	DEP	Launch NYC BMP Inter-Agency Task Force	Complete Comprehensive BMP plan and associated budget	Continue to implement BMPs citywide	-	-		
<b>7 Pilot promising BMPs</b>								
Introduce 20 cubic meters of ribbed mussel beds	DEP		Complete pilot and plan for additional mollusk habitats	Continue to foster natural ecology of city waterways	-	-		
Plant trees with improved pit designs	DEP / DPR		Complete pilot	Continue practices to improve the ability for tree pits to capture stormwater	-	-		
Create vegetated ditches (swales) along parkways	DEP/DOT		Complete pilot and identify additional appropriate locations	Continue practices to capture stormwater runoff from streets	-	-		
<b>8 Require greening of parking lots</b>								
Modify the zoning resolution to include design guidelines for off-street parking lots for commercial and community facilities	DCP		Complete ULURP process; zoning requirement in effect	Continue to look for ways to reduce the impacts of open parking lots	-	-		
<b>9 Provide incentives for green roofs</b>								
Encourage the installation of green roofs through a new incentive program	OLTPS/DOF	City Administrative Code amendment	Launch initiative	Reevaluate success of incentive	-	1.0		
<b>10 Protect wetlands</b>								
Assess the vulnerability of existing wetlands and identify additional policies to protect and manage them	DPR/DEP/OLTPS		Complete wetlands study and draft policy	Implement policy recommendations	-	-		
<b>ENSURE THE QUALITY OF OUR DRINKING WATER</b>								
<b>1 Continue the Watershed Protection Program</b>								
Aggressively protect our watersheds as we seek to maintain a Filtration Avoidance Determination for the Catskill and Delaware Water Supplies	DEP	Renewal of Filtration Avoidance Determination	Renew the City's Filtration Avoidance Determination and fulfill commitments	Continue to work with communities upstate and protection our water supply West of the Hudson	-	-		
<b>2 Construct an ultraviolet disinfection plant for the Catskill and Delaware systems</b>								
Construct an ultraviolet disinfection facility to destroy disease-causing organisms in our upstate watershed	DEP		Begin construction of UV disinfection plant	Open UV disinfection plant	-	-		
<b>3 Build the Croton Filtration Plant</b>								
Construct a water filtration plant to protect the Croton supply	DEP		Continue to construct Croton Filtration Plant	Complete construction of Croton Filtration Plant (2012)	-	-		
<b>CREATE REDUNDANCY FOR AQUEDUCTS TO NEW YORK CITY</b>								
<b>4 Launch a major new water conservation effort</b>								
Implement a water conservation program to reduce citywide consumption by 60 mgd	DEP		Launch water conservation program	Achieve 60 mgd of water consumption reduction	-	-		

WATER QUALITY

WATER NETWORK

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WATER NETWORK	<b>CREATE REDUNDANCY FOR AQUEDUCTS TO NEW YORK CITY, CONTINUED</b>							
	<b>5 Maximize existing facilities</b>							
	Expand our supply potential through increased efficiency	DEP		Begin installation of new hydraulic pumps; begin designing enhanced filtration plant for greater use of Jamaica groundwater	Complete installation of new hydraulic pumps (2011); begin construction of an enhanced filtration plant for greater use of Jamaica groundwater; resume use of	-	-	
	<b>6 Evaluate new water sources</b>							
	Evaluate 39 projects to meet the shortfall needs of the city if a prolonged shutdown of the Delaware Aqueduct is required	DEP		Finalize a short list of projects for piloting and design	Begin planning for implementation of chosen projects	-	-	
	<b>MODERNIZE IN-CITY DISTRIBUTION</b>							
	<b>7 Complete Water Tunnel No. 3</b>							
	Complete construction of Stage 2 and begin repairing Water Tunnel No. 1	DEP		Open Brooklyn/Queens leg	Open Manhattan leg	-	-	
	Complete Stages 3 and 4 of Water Tunnel No. 3	NYC Water Board/DEP		None	Complete design of stage 3	-	-	
	<b>8 Complete a backup tunnel to Staten Island</b>							
Replace pipelines connecting Staten Island to Water Tunnel No. 2	DEP	Complete dredging of Harbor by U.S. Army Corp of	Begin replacing pipelines	Complete replacement of pipelines	-	-		
<b>9 Accelerate upgrades to water main infrastructure</b>								
Increase replacement rate to over 80 miles annually	DEP		Continue to replace water mains	Continue to replace water mains	-	4.0		
<b>BUILD AND EXPAND TRANSIT INFRASTRUCTURE</b>								
<b>1 Increase capacity on key congested routes</b>								
Seek to fund five projects that eliminate major capacity constraints	SMART Authority	State law to create the SMART Authority	Have funding mechanism in place	Complete ARC, third track, Lincoln Tunnel XBL, Second Avenue Subway (Phase I), and Lower Manhattan Rail Link	-	-	SMART Fund	
<b>2 Provide new commuter rail access to Manhattan</b>								
Seek to expand options for rail commuters	State Legislature/SMART Authority	State law to create the SMART Authority	Continue construction of East Side Access and Second Avenue Subway, move other projects into engineering phase	Complete East Side Access and Metro-North to Penn Station, move other projects forward	-	-	SMART fund	
<b>3 Expand transit access to underserved areas</b>								
Seek to provide transit to new and emerging neighborhoods	MTA/DCP/OLTPS	State law to create the SMART Authority	Complete Staten Island study and study of potential subway expansion	Open North Shore transit	-	-	SMART Fund	
<b>IMPROVE TRANSIT SERVICE ON EXISTING INFRASTRUCTURE</b>								
<b>4 Improve and expand bus service</b>								
Initiate and expand Bus Rapid Transit	MTA/DOT		Open five BRT routes	Open ten BRT routes (5 additional ones)	46.4	1.2	SMART Fund	
Dedicate Bus/High Occupancy Vehicle (HOV) lanes on the East River bridges	MTA/DOT	MTA operation	Operate bus service lanes on all three bridges				SMART Fund	
Explore other improvements to bus service	MTA/DOT		Complete implementation of operating improvements for 22 locations					
<b>5 Improve local commuter rail service</b>								
Seek to expand local use of Metro-North and Long Island Rail Road (LIRR) stations	MTA		Improve local connectivity	Increase service frequency after East Side Access opens	-	-		
<b>6 Improve access to existing transit</b>								
Facilitate access to subways and bus stops citywide	DOT		Complete construction of up to three bus stops under EIs, up to two Sub-Side interface, and up to 15 new sidewalks to bus stops	Continue implementation of up to three bus stops under EIs, up to two SSI locations and up to 15 sidewalks to buses	15.2	-		
<b>7 Address congested areas around the city</b>								
Develop congestion management plans for outer-borough growth corridors	DOT		Complete studies for nine corridors, and begin implementation (2009)	Undertake studies of growth areas and begin implementation	124.8	-	CMAQ grant	

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<b>PROMOTE OTHER SUSTAINABLE MODES</b>							
<b>8 Expand ferry service</b>							
Seek to expand service and improve integration with the city's existing mass transit system	EDC/DOT/OLTPS		Issue contract and launch service; study crosstown BRT	Continue operating ferry	-	-	
<b>9 Promote cycling</b>							
Complete the 1,800-mile bike master plan	DOT		Complete 200 new directional miles of bike routes	Complete 820 directional miles of bike routes (inclusive of 2009 commitment)	6.2	8.1	SMART Fund
Facilitate cycling	DOT		Install 400 new CITYRACKS per year; improve and update maps annually	Continue installation of 400 new CITYRACKS per year and map improvements	-	-	
<b>IMPROVE TRAFFIC FLOW BY REDUCING CONGESTION</b>							
<b>10 Pilot congestion pricing</b>							
Seek to use pricing to manage traffic in the Central Business District (CBD)	DOT	State law	Install and run congestion pricing system by Spring 2009	Continue operation of the congestion charge	-	-	SMART Fund
<b>11 Manage roads more efficiently</b>							
Expand the use of Muni meters	DOT		Install Muni Meters in most outer borough central business districts	Install Muni meters on all block faces that warrant them (2010)	-	-	
Develop an integrated traffic management system for our regional transportation network	DOT		Consolidate TMC	Implement ITS on all regional highways	57.3	4.0	
<b>12 Strengthen enforcement of traffic violations</b>							
Expand the number of Traffic Enforcement Agents (TEAs)	NYPD		Hire 100 TEAs and deploy		-	5.3	
Enable all TEAs to issue blocking-the-box tickets	NYPD	State law			-	-	
Expand the use of traffic enforcement cameras	Law	State law	Install cameras		-	-	
<b>13 Facilitate freight movements</b>							
Improve access to JFK	EDC		Implement short-term recommendations from JFK Access Task Force		-	-	
Explore High Occupancy Truck Toll (HOTT) Lanes	NYS DOT/DOT	Study	Complete study		-	-	
<b>ACHIEVE A STATE OF GOOD REPAIR ON OUR ROADS AND TRANSIT SYSTEM</b>							
<b>14 Close the Metropolitan Transportation Authority's state of good repair gap</b>							
Seek a grant from the SMART Authority to cover the MTA's funding gap	MTA/OLTPS	State law			-	-	SMART Fund
<b>15 Reach a state of good repair on the city's roads and bridges</b>							
Seek a grant from the SMART Authority to fund accelerated capital repairs and upgrades	DOT	State law	Resurface 1,925 lane-miles of city streets, exceeding our current pace of resurfacing by 125 lane-miles	Resurface 6,925 lane-miles of city streets, exceeding our current pace of resurfacing by 625 lane-miles	-	-	SMART Fund
Invest in bridge and tunnel upgrades	DOT	State law	Complete scheduled 10-year bridge capital plan on schedule		-	50.0	SMART Fund
<b>DEVELOP NEW FUNDING SOURCES</b>							
<b>16 Establish a new regional transit financing authority</b>							
Seek to create a SMART Financing Authority to advance new projects and achieve a state of good repair	OLTPS	State law	Establish SMART Fund		-	50.0	SMART Fund

TRANSPORTATION

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<b>IMPROVE ENERGY PLANNING</b>							
<b>1 Establish a New York City Energy Planning Board</b>							
Work with the State and utilities to centralize planning for the city's supply and demand initiatives	EDC/OLTPS	State law	Establish NYC Planning Board			-	-
<b>REDUCE NEW YORK CITY'S ENERGY CONSUMPTION</b>							
<b>2 Reduce energy consumption by City government</b>							
Commit 10% of the City's annual energy bill to fund energy-saving investments in City operations			Begin investing approximately \$80 million a year into improving the energy efficiency of City buildings	Achieve 30% reduction in energy consumption (2017)		-	81.2
<b>3 Strengthen energy and building codes in New York City</b>							
Strengthen energy and building codes to support our energy efficiency strategies and other environmental goals	DOB/NYSERDA		Complete and adopt first rounds of code changes (2008, 2010)	Continue to update codes, as required		-	-
<b>4 Create an energy efficiency authority for New York City</b>							
Create the New York City Energy Efficiency Authority responsible for reaching the city's demand reduction targets	EDC/OLTPS	State law to establish the NYCEEA	Create a new authority responsible for the implementation of NYC energy conservation and efficiency programs	Continue to implement efficiency programs		-	-
<b>5 Prioritize five key areas for targeted incentives</b>							
Use a series of mandates, challenges, and incentives to reduce demand among the city's largest energy consumers	NYCEEA	PSC approval to allocate ratepayer surcharges to NYCEEA	Pass necessary local laws, building code and energy code	Complete all targeted programs and begin to implement new ones		-	-
<b>6 Expand Peak Load Management</b>							
Expand participation in Peak Load Management Programs through smart meters	PSC/Con Edison	PSC to mandate deployment of advanced meters	Ensure Con Edison begins deployment of advanced meters with plan for greater deployment	Achieve 1,000 MW of peak load management		-	-
Support expansion of real-time pricing across the city	NYSERDA/NYCEEA		Establish appropriate rate and incentive structures	Achieve enrollment of 50% of small businesses and residents by 2015		-	-
<b>7 Launch an energy awareness and training campaign</b>							
Increase the impact of our energy efficiency efforts through a coordinated energy education, awareness, and training campaign	NYCEEA/OLTPS/CUNY		Launch energy awareness campaign; setup training, certification, and monitoring programs	Continue to improve programs		-	-
<b>EXPAND THE CITY'S CLEAN POWER SUPPLY</b>							
<b>8 Facilitate repowering and construct power plants and dedicated transmission lines</b>							
Facilitate the construction of 2,000 to 3,000 MW of supply capacity by repowering old plants, constructing new ones, and building dedicated transmission lines	NYC Energy Planning Board	State law	Establish NYC Planning Board	Increase clean supply by 2,000 to 3,000 MW and retire 1,000 to 2,100 MW		-	-
<b>9 Expand Clean Distributed Generation ("Clean DG")</b>							
Increase the amount of Clean DG by 800 MW	PSC/Con Edison/EDC	Con Edison interconnection study	Study the capacity to increase interconnection limits in each network and work with manufacturers on new circuit breaker technologies	Increase capacity of clean DG citywide by 100 MW		-	-
Promote opportunities to develop district energy at appropriate sites in New York City	Con Edison/EDC	Completed study of Hudson Yards District Energy feasibility	Review completed Con Edison Hudson Yards District Energy Study and move forward on district energy projects based on report findings	Update City building code to include requirement for developers of developments over 350,000 square feet to study feasibility of clean DG		-	-
<b>10 Support expansion of natural gas infrastructure</b>							
Support critical expansions to the city's natural gas infrastructure	EDC	FERC and other regulatory agency approvals	Support appropriate natural gas expansion proposals	Reduce gas prices by \$600 million to \$900 million		-	-

	SUB-INITIATIVE	IMPLEMENTATION LEAD AGENCY	NON-CITY ACTION NEEDED TO PROGRESS	MILESTONES FOR COMPLETION BY END OF		NEW YORK CITY FUNDING, (IN \$ MILLIONS, NOMINAL)		OTHER FUNDING SOURCES
				2009	2015	CAPITAL (FY '08-'17)	OPERATING (FY '08)	
ENERGY	<b>EXPAND THE CITY'S CLEAN POWER SUPPLY, CONTINUED</b>							
	<b>11 Foster the market for renewable energy</b>							
	Create a property tax abatement for solar panel installations	EDC/DOF	City Administrative Code amendment	Launch solar incentive	Achieve competitive solar market in New York City	-	0.4	
	Study the cost-effectiveness of solar electricity when evaluated on a Real Time Pricing scenario	EDC		Complete study		-	0.1	
	Support the construction of the city's first carbon-neutral building, primarily powered by solar electricity	Solar One/EDC		Begin construction of the city's first carbon-neutral building	Complete construction and operate environmental education programs	3.0	-	
	Increase use of solar energy in City buildings through creative financing	EDC/ DCAS/OLTPS	Release RFP for solar developer	Select solar developer to install solar panels; enter into long-term solar power purchase agreement	Continue to increase the amount of solar electricity generated on City buildings	-	-	NYSERDA/US Department of Energy
	Work with the State to eliminate barriers to increasing the use of solar energy in the city	PSC	PSC regulatory amendments on solar cap; State statute	Increase/remove solar cap in NYC and increase net-metering opportunities statewide	Achieve competitive solar market in New York City	-	-	
	Pilot one or more technologies for producing energy from solid waste	EDC/DSNY		Begin designing at least one pilot alternative waste technology facility	Complete pilots of alternative waste technologies and evaluate policies to implement successful technologies on a larger scale	-	-	
	End methane emissions from sewage treatment plants and expand the use of digester gas	DEP	Analyze opportunities for productive use of digester gas	End methane emissions from waste water treatment plants		-	-	
	Study the expansion of gas capture and energy production from existing landfills	EDC/DEP/DSNY/OLTPS		Complete initial study; begin to follow-up on recommendations	Create a process to review use of gas for energy	-	-	
	<b>MODERNIZE ELECTRICITY DELIVERY INFRASTRUCTURE</b>							
	<b>12 Accelerate reliability improvements to the city's grid</b>							
	Advocate for Con Edison to implement recommendations from the City's report on the western Queens power outages	PSC/Con Edison/EDC	PSC mandate for implementation of recommendations	Begin implementation of City recommendations and all other appropriate recommendations to improve grid reliability	Complete or near complete implementation of City recommendations	-	-	Con Edison
	<b>13 Facilitate grid repairs through improved coordination and joint bidding</b>							
Pursue the passage of joint bidding legislation	State Legislature/EDC	State law	Approve joint bidding citywide, improve coordination, and begin work on pilot multi-utility tunnel with location identified by formalized team of City, State, and utility representatives	Resolve all regulatory, legal, financial, engineering and operational issues through legislation, if required, to make multi-utility tunnels standard practice for major public capital infrastructure projects	-	-		
Ensure adequate pier facilities are available to Con Edison to offload transformers and other equipment	EDC				-	-		
<b>MODERNIZE ELECTRICITY DELIVERY INFRASTRUCTURE</b>								
<b>14 Support Con Edison's efforts to modernize the grid</b>								
Support Con Edison's 3G System of the Future initiative	PSC/EDC	PSC approval of Con Edison plans			-	-	Con Edison and Con Edison ratepayers	
AIR QUALITY	<b>REDUCE ROAD VEHICLE EMISSIONS</b>							
	<b>1 Capture the air quality benefits of our transportation plan</b> (See the transportation initiatives on page 150 and 151 for more information)							
	<b>2 Improve fuel efficiency of private cars</b>							
	Waive New York City's sales tax on the cleanest, most efficient vehicles	OLTPS/DOF	City Administrative Code amendment	Offer incentive	Complete; evaluate extensions	-	1.6	
Work with the MTA, the Port Authority, and the State Department of Transportation to promote hybrid and other clean vehicles	MTA/PANYNJ/OLTPS	Interagency cooperation	Release assessment of policy options and begin implementation		-	-		
Pilot new technologies and fuels, including hydrogen and plug-in hybrid vehicles	DOT, OLTPS	NYSERDA funding	Have an operational hydrogen station in New York City	Complete demonstration	-	-	NYSERDA/Shell Hydrogen	

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			2009	2015	CAPITAL (FY '08-'17)	OPERATING (FY '08)		
<b>REDUCE ROAD VEHICLE EMISSIONS, CONTINUED</b>								
<b>3 Reduce emissions from taxis, black cars, and for-hire vehicles</b>								
Reduce taxi and limousine idling	TLC/DOT/NYSERDA		Equip participating yellow taxis and black cars with anti-idling equipment			-	-	CMAQ
Work with the Taxi and Limousine Commission (TLC) and the taxicab industry to double the taxi fleet's efficiency	TLC		Work toward completing new standards for taxis	Complete conversion of all taxis to more fuel efficient vehicles		-	-	Private fleet owners
Work with stakeholders to double the fuel efficiency of black cars and for-hire vehicles	TLC		Work toward completing new standards for for-hire vehicles by 2010	Complete conversion of all for-hire vehicles to more fuel efficient vehicles		-	-	Private fleet owners
<b>4 Replace, retrofit, and refuel diesel trucks</b>								
Introduce biodiesel into the City's truck fleet, go beyond compliance with local laws, and further reduce emissions	All agencies with heavy duty fleets		Dispense a biodiesel blend at all city-owned diesel fueling stations	Continue to increase biodiesel blend as needed		-	-	
Accelerate emissions reductions of private fleets through existing CMAQ programs	DOT		Upgrade additional vehicles	Complete upgrades of approximately 450 more vehicles; request additional CMAQ funds		-	-	CMAQ
Work with stakeholders and the State to create incentives for the adoption of vehicle emission control and efficiency strategies	NYS DEC/OLTPS	Creation of State fund	Draft proposed parameters of fund	Seek to retrofit over 12,000 vehicles		-	-	State
Improve compliance of existing anti-idling laws through a targeted educational campaign	OLTPS		Launch anti-idling campaign	Launch additional anti-idling campaigns		-	-	Partnership
<b>5 Decrease school bus emissions</b>								
Retrofit both large and small school buses and reduce their required retirement age	DOE	Receive State funding /renew contracts with bus owners	Begin retrofits on smaller school buses	Complete upgrades to all school buses; reduce retirement age of school buses		5.1	-	State Department of Transportation
<b>REDUCE OTHER TRANSPORTATION EMISSIONS</b>								
<b>6 Retrofit ferries and promote use of cleaner fuels</b>								
Retrofit the Staten Island Ferry fleet to reduce emissions	DOT		Complete engine upgrades to Staten Island Ferry fleet	Complete installation of DOCs and switch to ULSD, or cleaner fuel if locally available for marine engines		2.3	-	PANYNJ
Work with private ferries to reduce their emissions	DOT/NYSERDA	Local law	Install DOCs in ferries; pass legislation promoting the use of ULSD			-	-	CMAQ
<b>7 Seek to partner with the Port Authority to reduce emissions from Port facilities</b>								
Seek to work with the Port Authority to reduce emissions from the Port's marine vehicles, port facilities, and airports	PANYNJ/OLTPS	Partnership with PANYNJ	Begin creating a plan	Complete and implement plan		-	-	PANYNJ
<b>8 Reduce emissions from construction vehicles</b>								
Accelerate adoption of technologies to reduce construction-related emissions	DEP		Require, through contracts, applicable on-road vehicles used in city construction projects to follow requirements of Local Law 77	Pursue strategies to reduce emissions from all construction projects		-	-	
<b>REDUCE EMISSIONS FROM BUILDINGS</b>								
<b>9 Capture the air quality benefits of our energy plan (See the energy initiatives on page 152 and 153 for more information)</b>								
<b>10 Promote the use of cleaner burning heating fuels</b>								
Lower the maximum sulfur content in heating fuel from 2000 ppm to 500 ppm	State DEC/OLTPS	State Code amendment	Draft new sulfur content requirements for State Code	Reduce maximum sulfur content to 500 ppm or less		-	-	
Reduce emissions from boilers in 100 city public schools	DOE/SCA/OLTPS	State funding	Begin replacing boilers	Replace 80 school boilers that burn No. 6 oil to cleaner burning boilers		285.0	-	State
<b>PURSUE NATURAL SOLUTIONS TO IMPROVE AIR QUALITY</b>								
<b>11 Capture the benefits of our open space plan (See the open space initiatives on page 147 for more information)</b>								
<b>12 Reforest targeted areas of our parkland</b>								
Reforest 2,000 acres of parkland	DPR		Begin reforesting 2,000 acres of parkland	Complete reforestation project by 2017		118.8	-	

SUB-INITIATIVE	IMPLEMENTATION LEAD AGENCY	NON-CITY ACTION NEEDED TO PROGRESS	MILESTONES FOR COMPLETION BY END OF		NEW YORK CITY FUNDING, (IN \$ MILLIONS, NOMINAL)		OTHER FUNDING SOURCES	
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<b>PURSUING NATURAL SOLUTIONS TO IMPROVE AIR QUALITY, CONTINUED</b>								
<b>AIR QUALITY</b>	<b>13 Increase tree plantings on lots</b>							
	Partner with stakeholders to help plant one million trees by 2017	DPR/OLTPS		Launch partnership and begin planting trees	Plant 800,000 trees	-	-	Partnership
<b>UNDERSTAND THE SCOPE OF THE CHALLENGE</b>								
<b>AIR QUALITY</b>	<b>14 Launch collaborative local air quality study</b>							
	Monitor and model neighborhood-level air quality across New York City	DOHMH		Launch study	Create and implement a series of policy recommendations based on results of monitoring	-	3.0	
<b>PROTECT OUR VITAL INFRASTRUCTURE</b>								
<b>CLIMATE CHANGE</b>	<b>1 Create an intergovernmental Task Force to protect our vital infrastructure</b>							
	Expand our adaptation strategies beyond the protection of our water supply, sewer, and wastewater treatment systems to include all essential city infrastructure	OLTPS	Cooperation of non-City agencies	Complete an inventory of all at-risk infrastructure with a priority list of high risk components	Complete agency plans and continue to encourage non-city entities to do the same	-	-	
<b>DEVELOP SITE-SPECIFIC STRATEGIES</b>								
<b>CLIMATE CHANGE</b>	<b>2 Work with vulnerable neighborhoods to develop site-specific strategies</b>							
	Create a community planning process to engage all stakeholders in community-specific climate adaptation strategies	OLTPS		Complete community planning toolkit and create a climate adaptation plan with UPROSE	Engage all waterfront communities in the discussion of climate change	-	-	
<b>INCORPORATE CLIMATE CHANGE CONCERNS INTO THE PLANNING PROCESS</b>								
<b>CLIMATE CHANGE</b>	<b>3 Launch a citywide strategic planning process for climate change adaptation</b>							
	Create a strategic planning process to adapt to climate change impacts	OLTPS	Advisory Board appointments	Release scoping study for a comprehensive climate adaptation planning process	Complete NYC Climate Change Study	-	-	
	Ensure that New York's 100-year floodplain maps are updated	DOB/OEM/DCP/OLTPS		Complete remapping of NYC hundred-year floodplain		-	-	
	Document the City's floodplain management strategies to secure discounted flood insurance for New Yorkers	DOB/OLTPS		Complete application to FEMA		-	-	
Amend the building code to address the impacts of climate change	OLTPS	Code updates	Create a Task Force to evaluate necessary changes to the Building Code	Implement climate adaptation strategies into the Building Code	-	-		

This Plan is the result of an enormous collaborative effort on the part of government agencies, civic organizations, academic experts, community groups, consultants, interns, representatives of organized labor and the private sector, elected officials and thousands of New Yorkers. Although it is impossible to acknowledge each individually, we wish to thank all those who contributed their ideas, their time, their expertise, and above all, their passion for New York City.

The paper used for this book is recycled, made from 100% post-consumer fiber. In addition, it was manufactured according to carbon neutral standards (excluding the cover).

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