

OneNYC 2050

BUILDING A STRONG AND FAIR CITY

VOLUME 1 OF 9
APRIL 2019



THE CITY OF NEW YORK
MAYOR BILL DE BLASIO

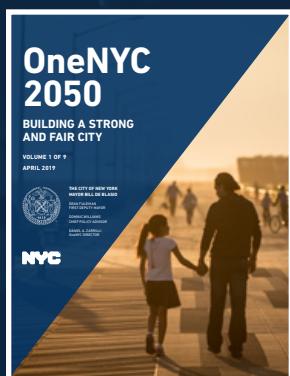
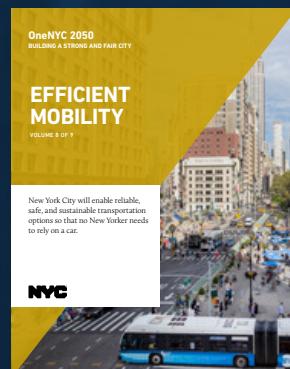
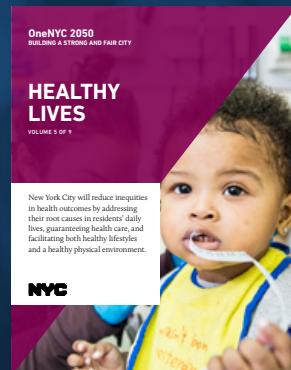
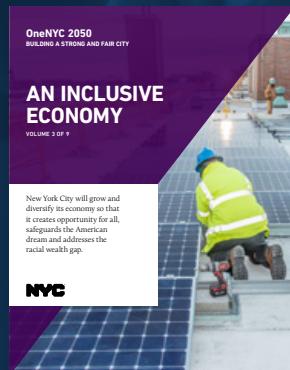
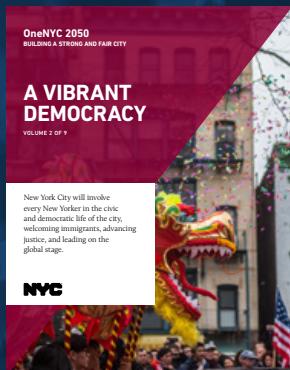
DEAN FULEIHAN
FIRST DEPUTY MAYOR

DOMINIC WILLIAMS
CHIEF POLICY ADVISOR

DANIEL A. ZARRILLI
OneNYC DIRECTOR



ONENYC 2050 IS A STRATEGY TO SECURE OUR CITY'S FUTURE AGAINST THE CHALLENGES OF TODAY AND TOMORROW. WITH BOLD ACTIONS TO CONFRONT OUR CLIMATE CRISIS, ACHIEVE EQUITY, AND STRENGTHEN OUR DEMOCRACY, WE ARE BUILDING A STRONG AND FAIR CITY. JOIN US.



Learn more about how we are building a strong and fair city:
NYC.GOV/OneNYC

Join the conversation on social media and tag us at **#OneNYC**.

Cover: Michael Appleton for The New York Times

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FRIENDS,

MY ADMINISTRATION IS COMMITTED TO ADVANCING OUR WORK TO BUILD A FAIRER AND MORE PROGRESSIVE CITY, and our ambitious OneNYC plan is based on the conviction that the fights for environmental sustainability, economic equality, and social justice are deeply intertwined.

With this renewed OneNYC 2050 strategic plan, we are pushing ourselves to go further and faster to fight global warming on every front, from our buildings to our streets. New laws will reduce emissions from heating homes and offices. We're encouraging more New Yorkers to walk, bike, and use public transit while ensuring the vehicles that remain on our roads run cleaner. We're also taking on Big Oil by divesting our pension funds from fossil fuels and eliminating the plastics, polystyrene, and other single-use waste that big corporations have pushed on us all to the detriment of the planet.

Alongside our sustainability goals, we are fighting for equity — because this must be a city for everyone. Together, we are working to build a city with fewer families in poverty and a place where everyone is welcomed in civic life. We are taking steps to create an economy that works for every New Yorker, ensuring that safety and respect coexist in every community, and that schools in every neighborhood are preparing kids for success. This is a path we must all travel together, leaving no one behind.

New York has always been a beacon to the world, and we hope this plan will serve as an antidote to the challenges facing not only our city, but also our nation and the globe. I invite you to join us as we strive to become the fairest big city in the nation — OneNYC.

Sincerely,

A handwritten signature in black ink that reads "Bill de Blasio".

MAYOR BILL DE BLASIO



FELLOW NEW YORKERS,

OneNYC 2050 IS THE RESULT OF A NEARLY YEAR-LONG EFFORT to explore and evaluate the most important local and global challenges facing our city, to craft a strategic plan to address those challenges, and to offer a vision for New York City in the 21st century.

Your voices helped us understand the issues and identify solutions. We heard from thousands of New Yorkers at dozens of events held in all five boroughs. What you told us was clear: We must take action now to confront critical problems so we can secure a better future for the next generation.

With OneNYC 2050, we choose a path that brings all New Yorkers on a journey to strengthen our democracy, rebuild our infrastructure, address inequities in health and education, confront the global climate crisis, and ensure our neighborhoods will always be places we can call home.

Join us and help to build OneNYC, a strong and fair city.

A handwritten signature in black ink, appearing to read "DANIEL A. ZARRILLI".

DANIEL A. ZARRILLI
OneNYC DIRECTOR

A VISION OF NEW YORK CITY IN 2050

New York City will be a very different place in the middle of the 21st century. How will a child born today experience that future? Let's take a look.

IN 2050, NEW YORK CITY HAS MORE THAN 9 MILLION RESIDENTS.

The streets are bustling with people of all nationalities – some were born here, some are visitors, and some have chosen to make their home here. More than a million more flow into the city every day to work and explore the city's culture and neighborhoods. A dramatic skyline, bridges, and iconic buildings rise from world-famous islands and waterways. And there's a familiar, palpable sense of dynamism and creativity — people are in a hurry to accomplish great things.

IN 2050, NEW YORK CITY IS PREPARED FOR A CHANGING CLIMATE, AND IS NO LONGER RELIANT ON FOSSIL FUELS.

Buildings, transportation, and our economy are powered by renewable energy — wind, solar, and hydropower — through a modern, fully electric grid. We can't avoid every impact of climate change, but our infrastructure, public services, and residents are protected from the ravages of extreme weather. Every New Yorker benefits from these changes, which were undertaken in a fair way, and our adapted city is a model for the world to follow.

IN 2050, NEW YORKERS NO LONGER RELY ON CARS.

Our streets are safe and easy to navigate, reclaimed for people. Subways and buses are fast and reliable, taking people where they need to go and connecting our city to the wider metropolitan region. Bicycle lanes abound and walking is a favorite way of getting around town. For many New Yorkers, the daily commute to work is a scenic ferry ride. New modes of transportation, enabled by technology and responsibly deployed, add to the mobility options throughout the five boroughs.

IN 2050, NEW YORKERS ARE SECURE IN THEIR HOMES AND NEIGHBORHOODS.

Safe, affordable housing is available in all five boroughs, and our neighborhoods are more diverse and dynamic than ever. Communities are safe, the air and water are clean, and there are abundant open spaces for all to enjoy. In every neighborhood, there are cultural centers and libraries, small businesses and corner groceries open for late night shopping. No longer threatened by harassment or eviction, families can choose to raise their children in the neighborhoods that best meet their needs.

IN 2050, NEW YORK CITY'S ECONOMIC STRENGTH PROVIDES SECURITY AND OPPORTUNITY FOR ALL.

All New Yorkers can find a good job with fair wages, benefits, and the chance to advance. Young people, trained to think critically and ready to learn new skills, excel in their work and easily find jobs in a diversified and evolving economy. From big businesses to local start-ups, in manufacturing, technology, creative industries, New Yorkers are entrepreneurial and open to new opportunities, driving a growing economy in which everyone can take part and be rewarded.

IN 2050, HEALTH CARE IS A RIGHT FOR EVERY NEW YORKER.

New Yorkers are healthy because quality health care is guaranteed, and our holistic approach means healthy lifestyles — good nutrition, clean air, nearby parks — are available to everyone regardless of race, gender, ethnicity, or disability. New mothers, seniors, children with asthma, people struggling with substance misuse or mental illness — all have access to care and treatment across the five boroughs. New Yorkers interact regularly with their natural environment through an extensive network of trails and waterfront greenways.



IN 2050, EVERY CHILD IN NEW YORK CITY HAS EQUAL ACCESS TO AN EXCELLENT EDUCATION.

Our large public school system provides every child a chance to learn and discover the world, regardless of where they live or their race or their family's income. We give students every opportunity to succeed, with the best teachers and facilities, and recognize and respect that each child has their own needs and talents. High school graduates are prepared for higher education and the challenges and opportunities awaiting them.

IN 2050, NEW YORK CITY'S INFRASTRUCTURE IS MODERN AND RELIABLE.

Roads and rail lines, tunnels and bridges, our water supply and our electric grid are ready for the demands of a growing, thriving city. Strategic investment and capital planning policies mean infrastructure projects are delivered on budget and on time, and new digital infrastructure gives New Yorkers equal access to the digital world. Millions of New Yorkers bike, run, and relax along miles of waterfront parks, which also function as a barrier to coastal flooding.

IN 2050, NEW YORKERS ACTIVELY PARTICIPATE IN A VIBRANT DEMOCRACY.

New York remains a beacon to the world for those seeking refuge and a new start in life — and immigrants from every culture are warmly welcomed. Residents actively participate in elections and join civic institutions, volunteer to help neighbors, and proudly stand up to make their voices heard. New Yorkers may not all agree on the best direction for their city, but all communities feel their voices are heard by government, including communities historically left out of decision-making. Across the city, young people feel invested in the future of their community and city, and train to be future leaders in a democracy that is stronger than ever.



This is a vision of New York City three decades from now. It is ambitious and exciting and requires that we overcome seemingly insurmountable challenges. Easy? No. Idealistic? Think again. Read on as we describe what the journey will be like, and how we will create a strong and fair city in the 21st century. Join us as we create our future together.

EXECUTIVE SUMMARY



FOR NEARLY 400 YEARS, NEW YORK CITY HAS SERVED AS A BEACON TO THE WORLD.

FROM OUR EARLIEST DAYS AS NIEUW AMSTERDAM THROUGH WAVES OF IMMIGRATION OVER DECADES, the Big Apple has attracted so many seeking refuge, economic security, the American Dream, or, simply, acceptance. As an iconic metropolis, people look to New York City for inspiration and ideas — and for generations, the culture, values, and talent incubated in New York City have influenced and helped shape the world.

YET, LIKE ALL GREAT CITIES, NEW YORK IN 2019 IS A PLACE OF STRIKING CONTRADICTIONS. We have extreme wealth alongside dire poverty and homelessness. There is unmatched cultural and population diversity amid some of the most racially segregated urban neighborhoods in the United States. Our landmark skyscrapers are recognizable worldwide, and towering high-rises are reshaping our skyline. Yet in many neighborhoods most buildings are just a few stories tall.

Our city gave rise to social justice movements and influential figures fighting for equality, and our streets are hotbeds of public activism. But we are still confronting injustice and social and economic inequities and a lack of faith in civic institutions. New York City's subway system is one of the largest in the world, but it is decaying due to neglect and disinvestment. We have hundreds of miles of majestic waterfront, and a natural harbor, both built for commerce, but which now, in an era of climate change, are exposed and endangered.

THESE CONTRADICTIONS EXIST AGAINST THE BACKDROP OF NATIONAL AND INTERNATIONAL POLITICAL TRENDS THAT HAVE LED TO BROAD DISTRUST IN GOVERNMENT. There is a disturbing rise in nationalism, intolerance, and authoritarianism in many countries, including ours; this impacts New Yorkers personally, reflects a turning away from the values we hold dear, and contributes to voter apathy. Across the globe, governments are failing to take necessary actions to protect the climate, address economic inequity, and secure basic human rights, requiring that global cities such as New York take the lead and form partnerships to address these issues.

As we look to 2050, the challenges facing New York City are significant, but we have faced challenges of equal measure before and prevailed. Today, we are stronger than at any time in our history. In recent years, we have embraced progressive policies that address our most pressing challenges head-on. And as we look ahead, we are committed to resolving our city's contradictions without compromising or relinquishing our legacy of openness, inclusion, and progress.

WE STRIVE TO TRANSFORM OUR CITY FOR THE FUTURE, BUILDING ON PAST ACHIEVEMENTS AND USING OUR UNPARALLELED TALENT AND RESOURCES AS AN ANTIDOTE. OneNYC 2050 aims high to achieve these goals. As New York has done so many times in the past, our city will serve as a model for the nation and the world, to repair divisions and create a better society.

*Together we will build
a strong and fair city.*

PROGRESS SINCE 2015

Since the launch of the original OneNYC strategy in 2015, New York City has made significant progress toward our goals of strength and fairness, implementing progressive policies that serve all New Yorkers, provide global leadership, and secure a sustainable future.

AMONG THE HIGHLIGHTS, NEW YORK CITY HAS:

- **ENROLLED 70,000 CHILDREN EACH YEAR IN UNIVERSAL PRE-K** and launched 3-K for All, providing a solid foundation for their education and improving the opportunities available to the next generation.
- **SUCCESSFULLY ADVOCATED FOR A \$15-PER-HOUR MINIMUM WAGE** and strengthened worker protections and benefits, putting us on track to lift 800,000 New Yorkers out of poverty or near poverty by 2025.
- **DELIVERED AFFORDABLE HOUSING TO 275,000** New Yorkers through the most ambitious affordable housing plan in the city's history, with tens of thousands more units on the way.
- **LAID THE GROUNDWORK FOR 19,000 GOOD-PAYING JOBS** in high-growth sectors through *New York Works*, with plans to create 100,000 jobs over 10 years.
- **CUT GREENHOUSE GAS (GHG) EMISSIONS BY 17 PER-CENT** below 2005 levels amid significant population and economic growth.
- **COMMITTED TO DIVEST \$5 BILLION** of the City's pension funds from fossil fuels, and invest \$4 billion into climate solutions, becoming a global leader in the divestment movement.
- **REDUCED PEDESTRIAN FATALITIES BY 45 PERCENT** with the Vision Zero initiative, making New York City's streets the safest they've been since the dawn of the automobile.
- **LAUNCHED A CITYWIDE FERRY NETWORK** to address transit gaps in communities in all five boroughs.
- **REDUCED INCARCERATION RATES** to the lowest level in decades while maintaining record-low crime rates, enabling the long-overdue commitment to close Rikers Island, and bringing neighborhood policing to every neighborhood in New York City.
- **EXPANDED NEIGHBORHOOD POLICING** to every neighborhood in New York City, contributing to the lowest number of major crimes in the modern era.
- **ACHIEVED THE CITY'S HIGHEST-EVER HIGH SCHOOL GRADUATION RATE**, the lowest-ever dropout rate, and double-digit increases in college readiness and English proficiency, with notable gains for students of color.
- **LAUNCHED THRIVENYC, A MENTAL HEALTH SYSTEM THAT WORKS FOR EVERYONE** by ensuring New Yorkers who need mental health support have access to it, where and when they need it.
- **INVESTED BILLIONS OF DOLLARS** in all five boroughs to strengthen core infrastructure and support vibrant public spaces, and committed billions more to adapt our city for a changing climate.



OneNYC 2050 AT A GLANCE

New Yorkers can be proud of the progress we've made. Yet we also know there is much to be done to address critical challenges such as climate change, increasing unaffordability, and failing infrastructure that have been decades, if not generations, in the making. Now we must go further. The following pages outline 30 strategic initiatives New York City will undertake to achieve this vision for 2050.

HIGHLIGHTS OF THE STRATEGY, WHICH LAY THE FOUNDATION FOR TRANSFORMATIONAL CHANGE, INCLUDE:

1. **COMMITTING TO CARBON NEUTRALITY BY 2050**, and a just transition that benefits all New Yorkers. We will be a leader among global cities by pursuing steep cuts in greenhouse gas emissions from buildings and sourcing 100 percent clean electricity, while creating green jobs and holding polluters responsible for climate-related costs.
2. **LEADING BY EXAMPLE ON CLIMATE CHANGE** by ending City purchases of unnecessary single-use plastic foodware and phasing out the purchase of processed meat, cutting beef purchasing in half, committing to a carbon neutral City fleet by 2040, pursuing expanding mandatory organics collection citywide, and undertaking comprehensive projects to mitigate climate risk, including Lower Manhattan Coastal Resiliency.
3. **INTRODUCING CONGESTION PRICING**, to reduce traffic in Manhattan and generate funds for essential subway repairs and enhancements, while dramatically improving bus service through expanded and improved bus lanes, stronger bus lane enforcement, and signal improvements that prioritize buses as they travel through city streets.
4. **RECLAIMING STREETS TO MEET THE NEEDS OF THE PUBLIC** by creating People Priority Zones that restrict vehicular access, create public spaces, improve safety, reduce congestion, and improve air quality. We will start with a zone in Lower Manhattan to test a potential expansion citywide.
5. **GUARANTEEING HEALTH CARE** for every New Yorker, to create the most comprehensive, universal coverage in the nation for uninsured New Yorkers, regardless of ability to pay or immigration status.
6. **ENDING THE OPIOID EPIDEMIC** by treating substance misuse as the public health emergency it is, investing \$60 million to distribute naloxone kits and provide training, expanding peer counseling at hospitals, and deploying engagement teams alongside first responders to support people with mental health and substance misuse needs.
7. **EXPANDING THE IDNYC** municipal ID card to enable banking access for more than 1 million underbanked New Yorkers, saving low-income households as much as 10 percent of their paychecks from avoided fees.
8. **SUPPORTING WORKING NEW YORKERS** by aggressively enforcing fair wage and work regulations, supporting mandated paid personal time, expanding retirement and other benefits for workers not covered through their employer, and promoting business models, including M/WBE and worker-owned businesses, that help generate community wealth and address the racial wealth gap.
9. **PROTECTING TENANTS FROM DISPLACEMENT** by guaranteeing legal counsel to all New Yorkers facing eviction by 2022, creating a new office to coordinate anti-harassment efforts with advocates and community organizations, and more aggressively monitoring and penalizing unscrupulous landlords.
10. **SECURING THE CITY'S FINANCIAL STABILITY** by delivering capital projects on budget and on time and targeting operational efficiencies to free up funds to invest in equity strategies and preserve essential services during downturns.

NEW YORK CITY'S GREEN NEW DEAL

THE NATION IS NOW ENGAGED IN AN IMPORTANT CONVERSATION ABOUT THE GREEN NEW DEAL, a bold vision to meet the twin challenges of climate change and inequality across the nation. Here in New York City, we have long recognized the connection between environmental and economic justice, and that work is already under way.

With the launch of OneNYC in 2015, New York City demonstrated the fundamental link between climate action and inclusive growth by introducing an equity lens into the city's long-term planning.

Four years later, OneNYC 2050 is raising the bar. We recognize that we face a true climate emergency, one that requires us to transform how we live. We also recognize that effectively mobilizing to confront climate change requires a new social compact – one that strengthens our democracy, invests in our communities, promotes an inclusive economy, and addresses historic inequities. Everything we do to combat climate change and support growth must also advance human rights, public health, and economic prosperity for all New Yorkers.

In OneNYC 2050, we demonstrate a model for inclusive growth and **CLIMATE ACTION** with a focus on:

- **CREATING GOOD-PAYING JOBS**, including green jobs, and promoting prosperity and economic security for all.
- **ENSURING EQUITABLE ACCESS TO NATURE**, clean air, and water; climate and community resiliency; and healthy food.
- **GUARANTEEING THE RIGHT** to quality health care and education in all communities.
- **PROMOTING JUSTICE** by recognizing, and repairing the damage caused by, historic oppression of communities of color, migrant communities, youth, and other frontline and marginalized communities.

By taking action on these strategies, New York City will demonstrate not only the effectiveness of this model, but also its necessity. Our nation, and indeed our planet, deserves nothing less if we hope to secure a livable future for humanity.

Effectively mobilizing to confront climate change requires a new social compact.



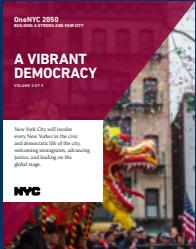
MEMBERS OF THE SUNRISE MOVEMENT
ADVOCATE FOR GREEN NEW DEAL LEGISLATION
IN THE HALLS OF CONGRESS IN LATE 2018.

Source: Jim Lo Scalzo/EPA

ABOUT THE STRATEGY

ONENYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES THAT TOGETHER COMprise A STRATEGY TO PREPARE NEW YORK CITY FOR THE FUTURE. These goals reflect both our core strengths as a city — our growing, diverse population, strong economy, and global leadership — as well as the significant challenges we must address: growing unaffordability, economic insecurity, inequity, and the existential threats posed by climate change, decaying infrastructure, and rising global intolerance.

OneNYC 2050 outlines bold actions New York City will take to overcome these challenges and create a strong and fair future for all New Yorkers. **SUPPORTED BY THE INITIATIVES OUTLINED IN THIS PLAN, THE FUTURE NEW YORK CITY WILL HAVE:**



A VIBRANT DEMOCRACY, where every New Yorker is welcomed into the civic and democratic life of the city. Because an empowered public is the foundation of a successful democracy, both locally and nationally



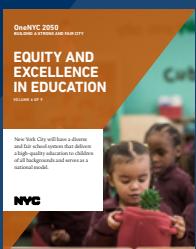
AN INCLUSIVE ECONOMY, where economic growth creates opportunities for all New Yorkers and safeguards the American Dream. Because economic security and dignity are essential to overcome long-standing inequities and create a city where everyone can succeed



THRIVING NEIGHBORHOODS, where all communities have safe, affordable housing and are well served by parks, cultural resources, and other shared spaces. Because our lives are better and our social connections are stronger when New Yorkers feel secure in their communities



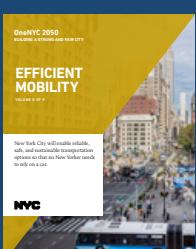
HEALTHY LIVES, where health inequities based on race and ethnicity are eliminated, and all residents have equal access to health care, clean air, and healthy food. Because health care is a human right



EQUITY AND EXCELLENCE IN EDUCATION, where diverse and fair schools provide a quality education for every student, and New York serves as a model for educating children of all backgrounds. Because education is essential for a fulfilling life



A LIVABLE CLIMATE, where we no longer rely on fossil fuels and have mitigated the risks posed by climate change. Because inaction will have devastating consequences, with disproportionate harm on our most vulnerable populations



EFFICIENT MOBILITY, where affordable, reliable, safe, and sustainable transportation options mean no New Yorker needs to rely on a car. Because New York City's transit system and walkability are core to our identity, economic competitiveness, and quality of life



MODERN INFRASTRUCTURE, where reliable physical and digital infrastructure allows New Yorkers to flourish. Because up-to-date, modern, resilient infrastructure is the foundation on which we build a strong and fair city

OneNYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES TO SECURE OUR CITY'S FUTURE.

A VIBRANT DEMOCRACY	1. Empower all New Yorkers to participate in our democracy 2. Welcome new New Yorkers from around the world and involve them fully in civic life 3. Promote justice and equal rights, and build trust between New Yorkers and government 4. Promote democracy and civic innovation on the global stage 5. Grow the economy with good-paying jobs and prepare New Yorkers to fill them
AN INCLUSIVE ECONOMY	6. Provide economic security for all through fair wages and expanded benefits 7. Expand the voice, ownership, and decision-making power of workers and communities 8. Strengthen the City's fiscal health to meet current and future needs 9. Ensure all New Yorkers have access to safe, secure, and affordable housing
THRIVING NEIGHBORHOODS	10. Ensure all New Yorkers have access to neighborhood open spaces and cultural resources 11. Advance shared responsibility for community safety and promote neighborhood policing 12. Promote place-based community planning and strategies 13. Guarantee high-quality, affordable, and accessible health care for all New Yorkers
HEALTHY LIVES	14. Advance equity by addressing the health and mental health needs of all communities 15. Make healthy lifestyles easier in all neighborhoods 16. Design a physical environment that creates the conditions for health and well-being 17. Make New York City a leading national model for early childhood education
EQUITY AND EXCELLENCE IN EDUCATION	18. Advance equity in K-12 opportunity and achievement 19. Increase integration, diversity, and inclusion in New York City schools 20. Achieve carbon neutrality and 100 percent clean electricity
A LIVABLE CLIMATE	21. Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient 22. Create economic opportunities for all New Yorkers through climate action 23. Fight for climate accountability and justice 24. Modernize New York City's mass transit networks
EFFICIENT MOBILITY	25. Ensure New York City's streets are safe and accessible 26. Reduce congestion and emissions 27. Strengthen connections to the region and the world 28. Make forward-thinking investments in core physical infrastructure and hazard mitigation
MODERN INFRASTRUCTURE	29. Improve digital infrastructure to meet the needs of the 21st century 30. Implement best practices for asset maintenance and capital project delivery

NEW YORK CITY TODAY





NEW YORKERS CELEBRATE LUNAR NEW YEAR FESTIVITIES ON MOTT STREET.

Source: Mayor's Office of Photography

NEW YORK TODAY IS A GROWING, THRIVING CITY THAT CONTINUES TO ATTRACT PEOPLE FROM AROUND THE COUNTRY — AND THE WORLD — WHO SEEK OPPORTUNITY AND THE CHANCE TO BUILD A NEW LIFE. THE CITY'S POPULATION IS AT A RECORD HIGH. OUR STREETS ARE SAFER THAN EVER. OUR ECONOMY IS FLOURISHING. YET AT THE SAME TIME, PROSPERITY REMAINS OUT OF REACH FOR FAR TOO MANY NEW YORKERS, AND WE FACE EXISTENTIAL THREATS.

Racist, sexist, and classist policies of the past, and regressive current national policies, have left us with stubborn inequalities in wealth, income, health, and education. Disinvestment in our infrastructure is making life harder for New Yorkers as they commute to work and rely on critical public services. Looking to the future, we are facing not only the risks posed by climate change, but also rising nationalism and intolerance on a national and global level, which threaten the social fabric of our city.

Together, these strengths and challenges set the context for the action we must take through OneNYC 2050.

New York City is a strong and growing city, yet local and global challenges prevent all New Yorkers from benefiting equitably.

WE ARE FUNDAMENTALLY STRONG, AND GROWING.

NEW YORK CITY'S POPULATION IS AT A RECORD HIGH AND IS PROJECTED TO SURPASS 9 MILLION BY 2050, as New York continues to be a magnet for people searching for opportunity. This is true across the metropolitan region as well: The current regional population of 23 million is expected to swell to over 26 million by 2050.

As New York grows, so does our diversity. Today, New York is the only major American city in which white, black, Hispanic, and Asian populations each comprise at least 10 percent of the population, and no group makes up a majority. More than 3 million New Yorkers, or 37 percent, were born outside of the United States, and our residents speak more than 200 languages.

Neighborhoods in all five boroughs are adding residents, with new population centers emerging alongside a new economy

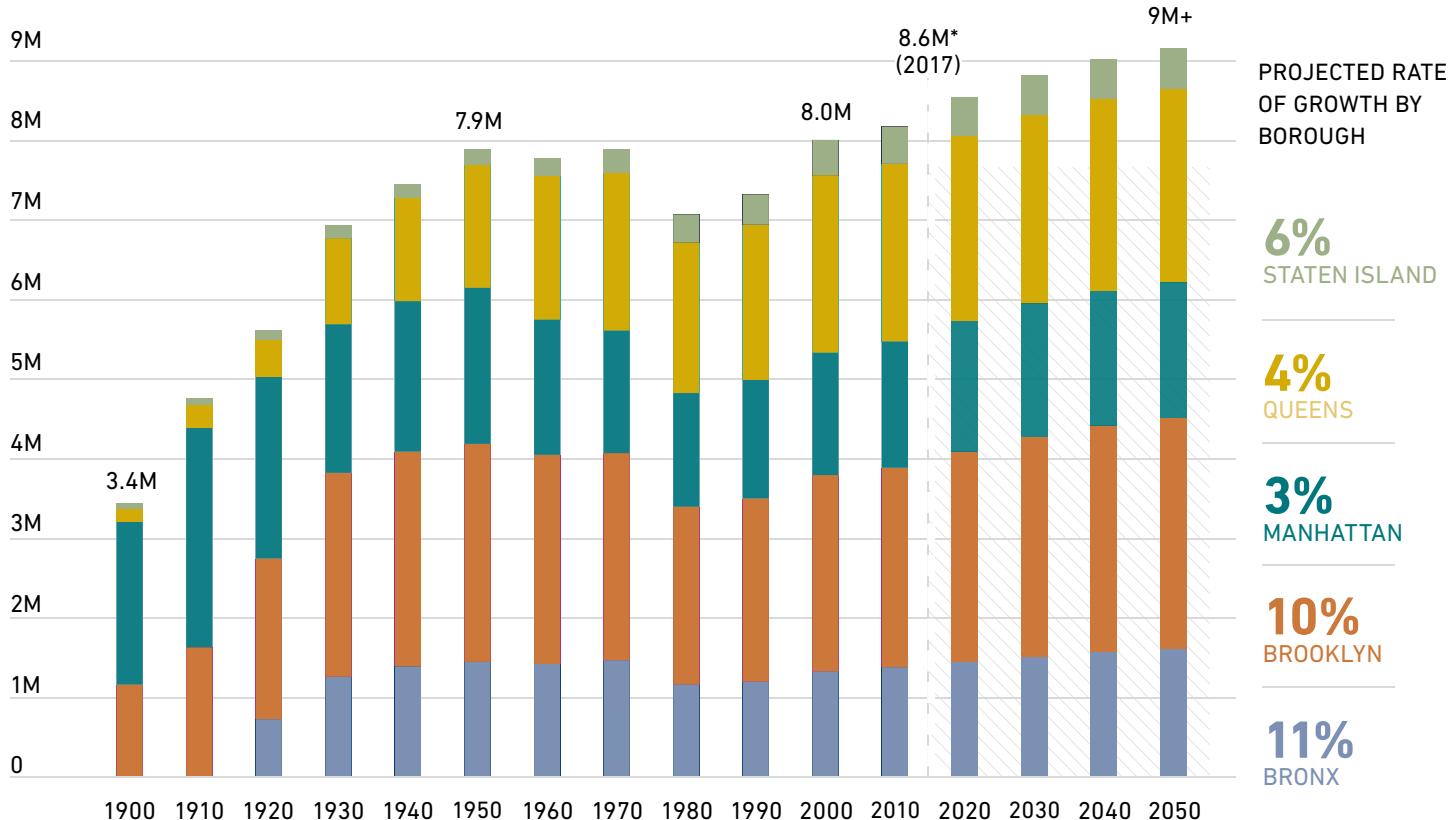
in formerly commercial and industrial neighborhoods such as Lower Manhattan, Downtown Brooklyn, and the Williamsburg waterfront, as well as neighborhoods that only a few decades ago experienced severe population decline, including the South Bronx and East New York.

As population continues to reach all-time highs, new housing construction has reached its highest levels since the 1960s. More than 350,000 residential units have been built since 2000, most of which are along subway lines, reversing historic patterns of sprawl. New York City is adding more units in larger apartment buildings than ever before. This high-density growth is concentrated in certain neighborhoods, such as Long Island City, Hudson Yards, and Flushing.

To support this growth, the City has invested billions of dollars in affordable housing, schools, parks, and infrastructure to serve new and existing residents. We have also begun to reform our approach to capital planning to make sure we're investing in step with growth rather than playing catch-up, aiming to reduce the very real growing pains our city has experienced over the past two decades.

New York City's population is projected to surpass 9 million by 2050, with the fastest rate of growth in the Bronx and Brooklyn.

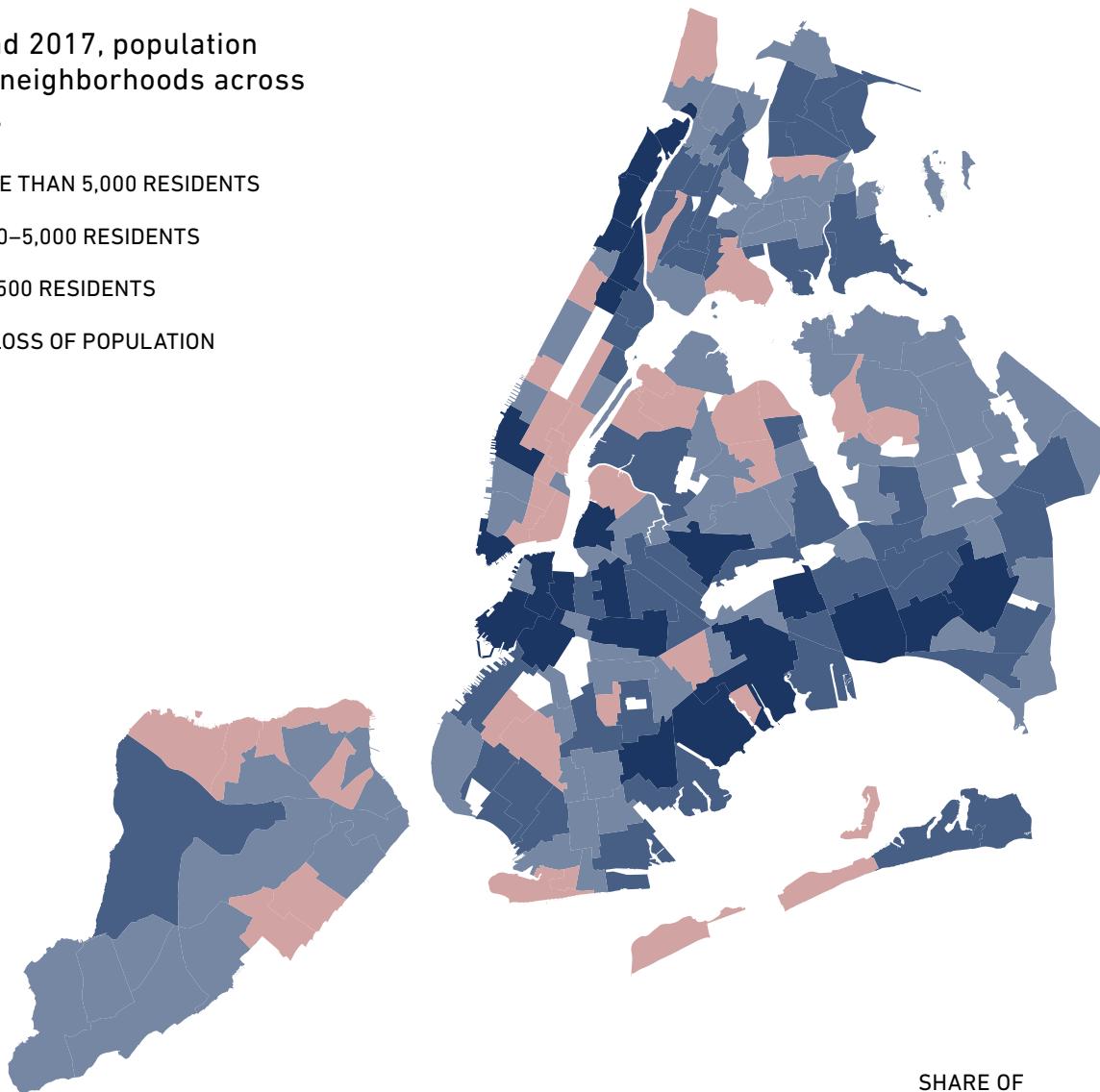
Source: Decennial Census, ACS 5-Year 2017, NYMTC 2050 borough population projections



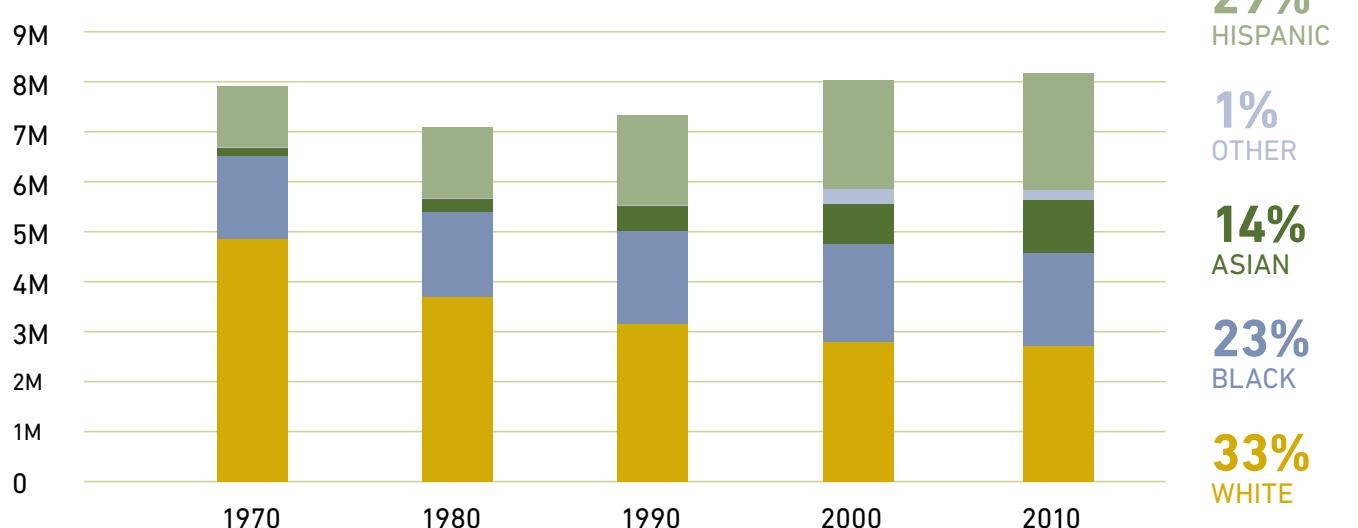
* Shortly before the publication of this plan, the Census Bureau revised its estimation methodology, which is under review. The decennial 2020 Census will determine the official New York City population count.

Between 2010 and 2017, population has increased in neighborhoods across all five boroughs.

- GROWTH OF MORE THAN 5,000 RESIDENTS
- GROWTH OF 2,500–5,000 RESIDENTS
- GROWTH OF 0–2,500 RESIDENTS
- NO GROWTH OR LOSS OF POPULATION



As New York City has grown, we've become more racially and ethnically diverse than ever.



THE CITY'S ECONOMY IS ROBUST. MORE JOBS HAVE BEEN CREATED IN THE LAST DECADE THAN DURING ALMOST ANY PERIOD SINCE AFTER WORLD WAR II, AND MEDIAN WAGES ARE ON THE RISE FOLLOWING DECADES OF STAGNATION.

Today, New York City boasts 4.5 million jobs — the most in our history — and employment opportunities are increasingly diversified, from traditional sectors such as finance, insurance, and media, to technology, fashion, and digital industries, for which New York City is now a global hub. Moreover, we have seen the beginning of job creation in transit-accessible neighborhoods closer to where New Yorkers live in Brooklyn, Queens, and the Bronx, as well as in Manhattan, a pattern that, if it can continue to grow, will give more New Yorkers access to higher-quality jobs.

Median wages are rising, due in part to the success of the movement for a \$15 minimum hourly wage, which has benefited more than 1.5 million New Yorkers since it was enacted statewide in January 2019. New York State now leads the nation with the lowest wage gap between men and women. High school graduation rates and college admissions are at all-time highs, helping more New Yorkers prepare for the jobs of the future. Since 2014, the City has more than tripled the number of children in free, full-day, high-quality pre-K, to nearly 70,000 4-year-olds today, setting up the next generation for success.



DIANA, OWNER OF NOT JUST BAGELS ON STATEN ISLAND, IS ONE OF THOUSANDS OF NEW YORK CITY'S SMALL BUSINESS OWNERS.

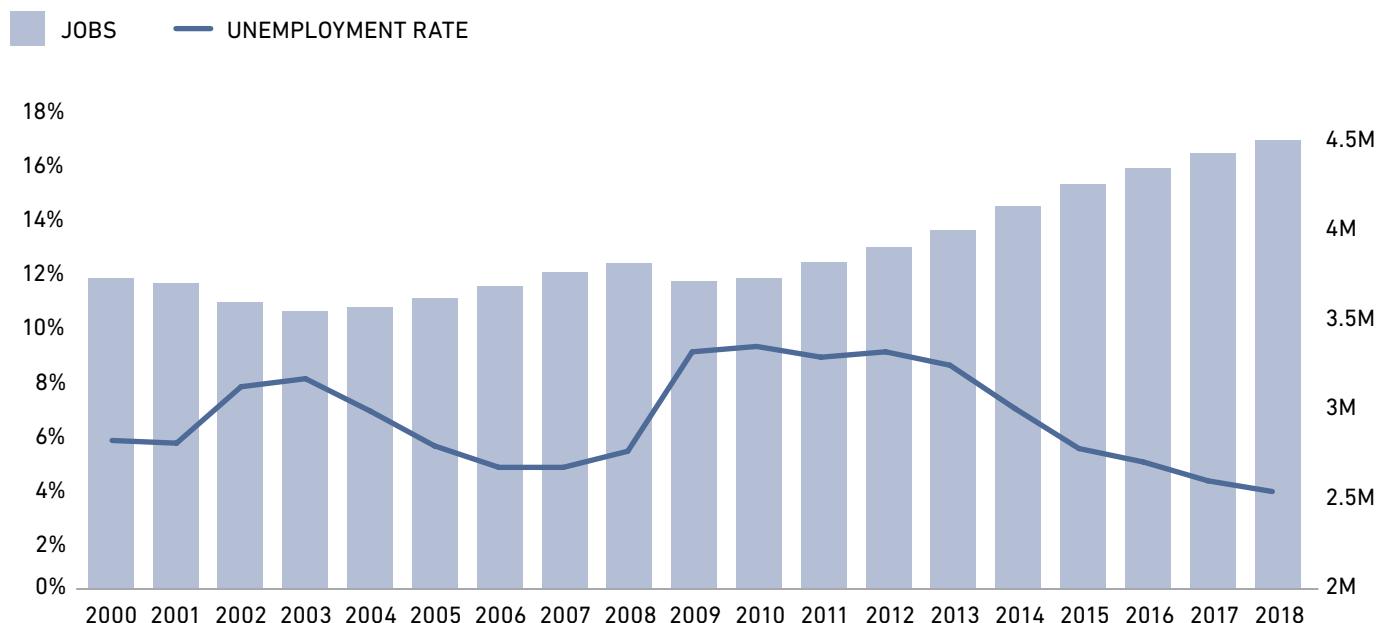
Source: SBS

Economic growth in the city is supported by a dynamic region, with jobs, commerce, and residential neighborhoods that together support the nation's largest metropolitan economy, with a \$1.9 trillion gross domestic product. The city's large role in supporting regional growth demonstrates the need for continued partnerships throughout the region. As the counties surrounding New York City continue to add workers and residents, there will be broad implications for our transit system, housing strategies, and overall economic strength.

New York City has added more than 700,000 jobs since the Great Recession, leading to the lowest-ever unemployment rate.

NEW YORK CITY JOBS AND UNEMPLOYMENT, 2000–2018

Source: NYS DOL Historical Employment



THE CITY'S GROWTH — IN POPULATION AND ECONOMY — HAS ENABLED INVESTMENTS IN EDUCATION, HOUSING, AND INFRASTRUCTURE, AMONG OTHER PRIORITIES ESSENTIAL FOR A STRONG AND FAIR CITY.

Today, nearly half of the City's budget is funded by property and personal income taxes, up from 30 percent in 1980. By comparison, support from the federal government has declined significantly over the same period, from more than 15 percent in 1980 to 9 percent today, as Congress has retrenched from infrastructure and housing investments, primarily impacting urban centers.

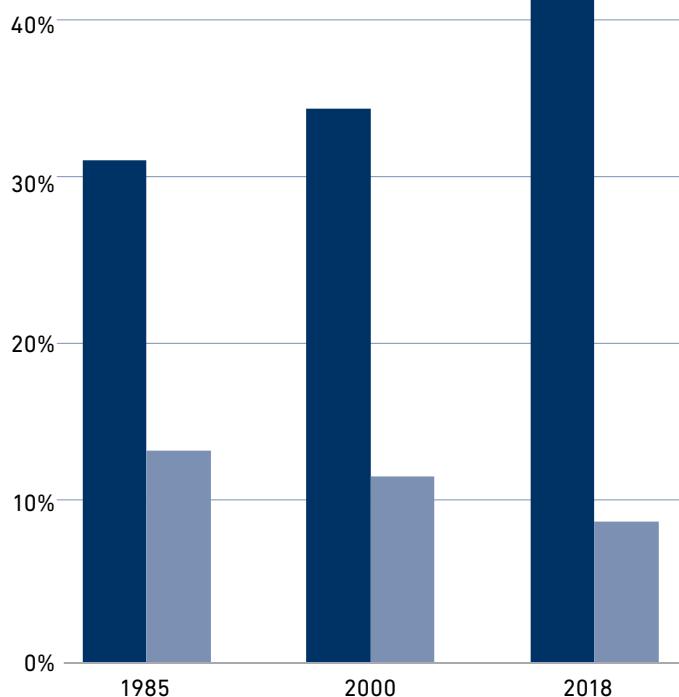
Population growth and increased tax revenue provide the City with additional resources to enact a diverse range of policies and

The City increasingly relies on taxes related to economic and population growth to fund core services and investments, as support from the federal government has declined significantly since 1985.

SHARE OF CITY REVENUES BY SOURCE

Source: Independent Budget Office

- PERSONAL AND PROPERTY TAXES
- FEDERAL CATEGORICAL AID



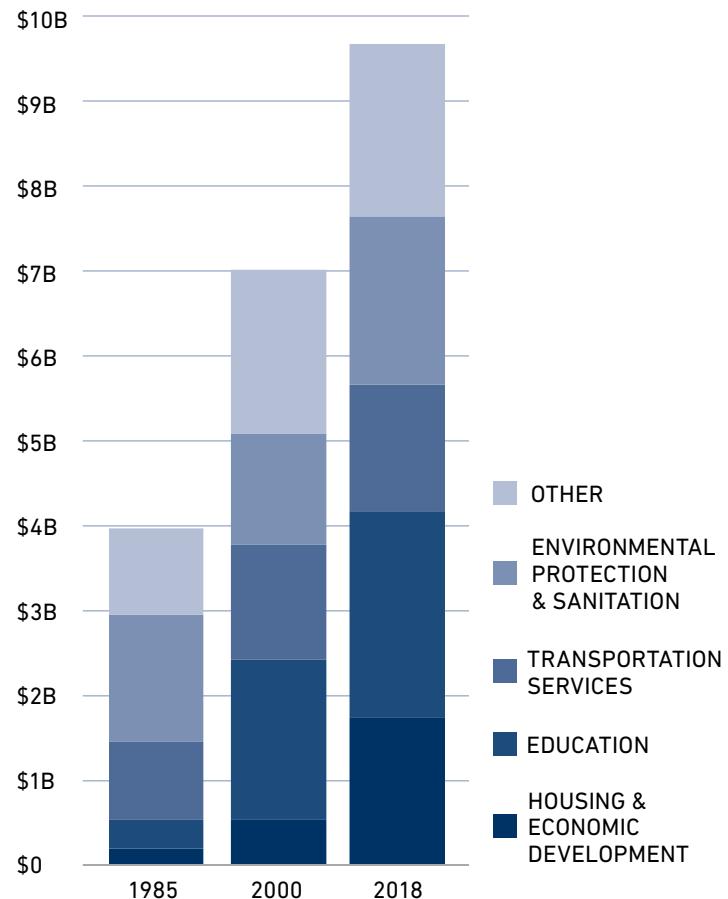
benefits across the five boroughs. For every dollar of revenue we receive, the City spends 27 cents on education, 17 cents on safety-net programs such as health care and homeless services, and 11 cents on police and fire services. Tax revenues also support housing, transit, and dozens of other important public functions that benefit all New Yorkers, including vulnerable populations. New York City is uniquely able to fund and sustain programs that make the city a fairer place for all because we can rely on our own independent tax streams, many of which are tied closely to our economic growth.

New York's growing population and strong economy are foundational to meeting our aspirations for the future, and will provide opportunities to improve the well-being of all New Yorkers in the decades to come.

New York City spends more than 40 percent of our capital budget on education, housing, and economic development, more than three times as much as in 1985.

NEW YORK CITY CAPITAL EXPENDITURES, BY FUNDING CATEGORY (IN REAL DOLLARS)

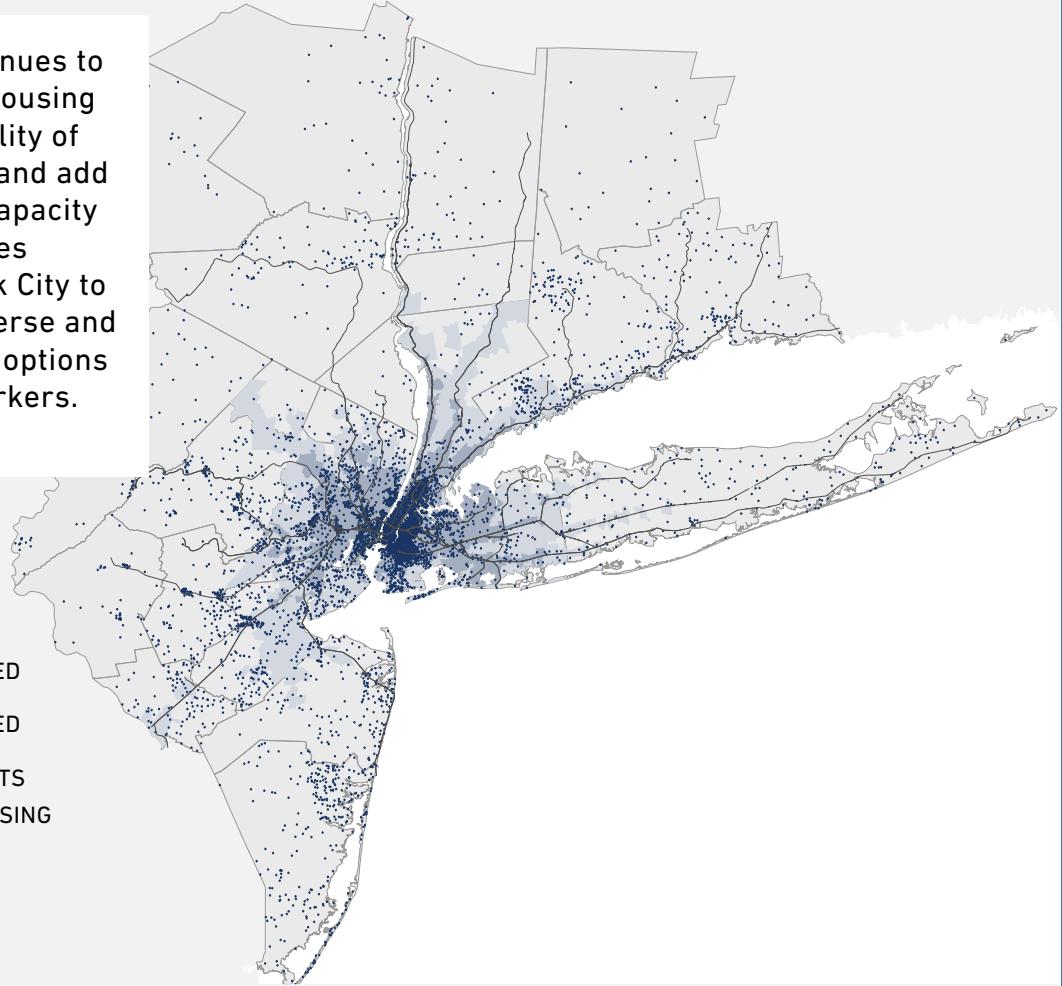
Source: Independent Budget Office



THE IMPORTANCE OF THE REGION

New York City continues to lead the region in housing production. The ability of the region to grow and add jobs relies on the capacity of cities and counties outside of New York City to add a supply of diverse and affordable housing options for the region's workers.

Source: DCP



NEW YORK CITY IS PART OF A STRONG, GROWING, AND CLOSELY CONNECTED REGION. Since our founding, New York City has served as the economic core of the region, providing jobs, opportunity, and cultural destinations for tens of millions of metro area residents, who are well connected by rail and other forms of transit. In turn, New York City relies on the region to meet the city's housing needs by providing a broader range of housing types and price points than what is possible within the city. Increasingly, the economic relationship also works in reverse, as New Yorkers reverse-commute by rail and car to jobs in Westchester, Northern New Jersey, Long Island, and beyond. The region is anticipated to add millions of people and jobs in the next 30 years. Where and how we grow as a region will affect our ability to address housing affordability, broaden access to good jobs, and keep the region moving on increasingly constrained roadways and infrastructure.

New York City and surrounding counties, cities, and towns face similar challenges. Coastal communities are vulnerable to climate change and are struggling to adapt to sea-level rise.

Municipal leaders are focused on how to attract jobs, support small businesses, and prepare students for the changing economy. Health inequities — often defined by race and income — as well as the opioid crisis, are not limited to the city, nor are issues of community safety and poverty. The entire region depends on continuing investment in transportation and infrastructure.

Regional collaboration and partnership are essential to maintaining a strong region. Since 2015, the City has worked to strengthen relationships with our neighbors to align around common causes and share best practices. As we deepen these efforts, we will also advocate for policies that support responsible growth. For the region's long-term health, New York City alone cannot meet the housing needs of the region. Jobs and housing must grow in tandem throughout the region or we risk exacerbating the housing shortage and making the region unaffordable for the workforce we need to stay strong.

As New York City works to build a strong and fair future, both the city and the region benefit.

BENCHMARKING NEW YORK CITY

TODAY, MORE THAN HALF OF THE WORLD'S POPULATION lives in cities, a share that is expected to surpass two-thirds by 2050. Amid this growth, New York City's competition is increasingly global. Cities around the world are growing rapidly, attracting talent and capital from a global marketplace. They are also innovating, rapidly adapting to new technology, new climate

realities, and new expectations for the role city governments should play in responding to global challenges. As a global leader in climate and technology, our peers look to us as a role model. New York City too must continue evolving if we are to meet the needs of New Yorkers into the future. How do we stack up today?

Benchmark population and economic data for major urban regions around the world (based on U.N. urban agglomeration areas)

TOTAL REGIONAL POPULATION IN MILLIONS

1995	11.3	17.0	20.8	10.4	8.3	9.5	6.0	4.5	6.1	6.1	33.6
2015	12.3	21.0	22.7	12.9	10.3	10.8	13.1	9.4	9.3	7.3	38.0
2025	12.8	22.9	23.5	13.8	11.2	11.6	20.3	11.0	11.0	7.7	37.9

RATE OF POPULATION CHANGE (%)

1995 to 2015	41	105	46	106	107	66	393	365	209	87	62
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GROSS DOMESTIC PRODUCT IN BILLIONS OF DOLLARS

Latest Report	404	197	778	94	511	171	131	83	307	310	925
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ANNUAL METRIC TONS OF CO₂E* PER CAPITA

Latest Report	7.4	3.5	6.0	2.7	4.7	2.4	1.4	5.2	5.9	5.5	5.0
2013	2014	2014	2012	2013	2014	2014	2015	2014	2013	2015	2013

Sources: New York regional population is based on New York Metropolitan Transportation Council; World Cities Report 2016. United Nations Habitat Division / C40 Greenhouse Gas Protocol for Cities Interactive Dashboard 2019. C40 Cities

*CO₂e represents one unit mass of carbon dioxide (CO₂) based on the global warming potential of the gas

WE FACE MOUNTING LOCAL AND GLOBAL CHALLENGES.

WHILE THE CITY'S STRENGTHS UNDERSCORE OUR DYNAMISM AND DIVERSITY, NEW YORK CITY HAS NOT BEEN SHIELDED FROM SIGNIFICANT CHALLENGES, BOTH LOCAL AND GLOBAL. IN MANY CASES, THESE CHALLENGES HAVE EXACERBATED LONG-SIMMERING TENSIONS AND UNRESOLVED INEQUITIES IN WEALTH AND INCOME. AT THE SAME TIME, WE ARE CONFRONTING THE IMPACTS OF A CHANGING CLIMATE, WHICH THREATENS OUR CITY AND WAY OF LIFE.

AS WE PLAN FOR THE NEXT 30 YEARS, WE MUST CONFRONT 6 CORE CHALLENGES:

1. Rising Unaffordability
2. Economic Insecurity
3. Wealth and Health Disparities
4. A Climate Emergency
5. Failing Infrastructure and Shifting Needs
6. Threats to Democracy



Challenge #1 RISING UNAFFORDABILITY

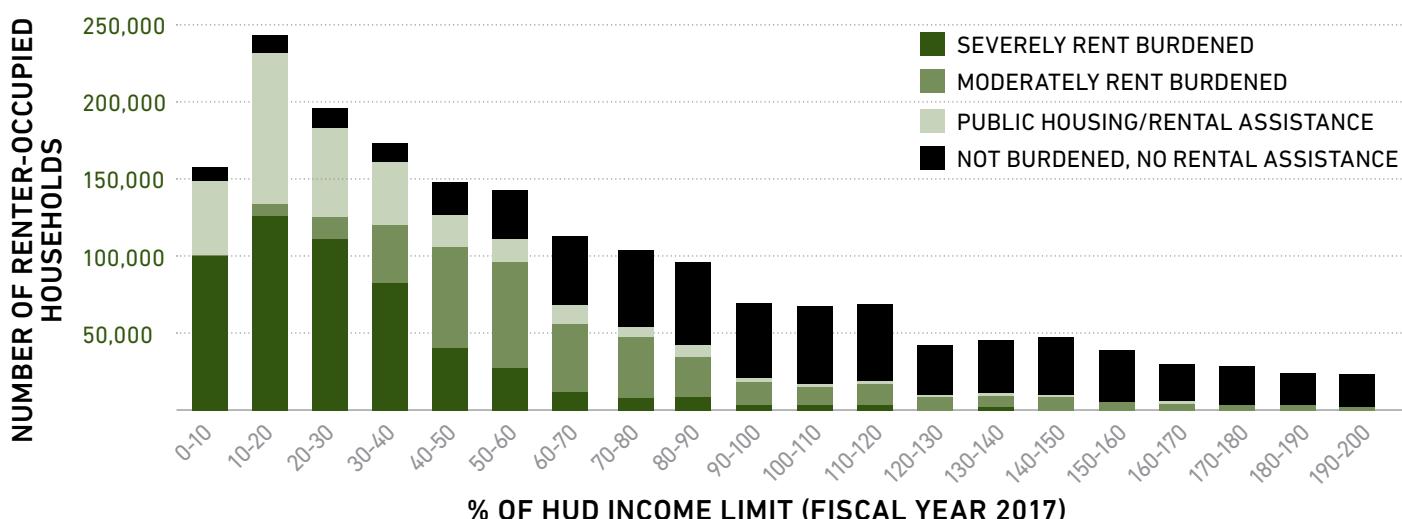
New York City is a magnet for people from around the country and the world. At the same time, we are naturally growing, as more New Yorkers are born every year than die. While this growth reinforces our diversity and fuels the economy, it also creates greater competition for the city's spaces and services, drives a need for more housing, and transforms neighborhoods. To ensure New York City remains a safe, welcoming, and exciting place that attracts a broad mix of people, we must make investments to proactively accommodate this growth. Otherwise the competition will only intensify, and the city will become increasingly unaffordable, particularly for our most vulnerable residents, including the elderly, low-income households, and immigrants.

Supplying more housing is key to affordability. Despite record construction of affordable housing since 2014, we face an acute housing shortage and rising rents in many neighborhoods. Overall housing development has not kept pace with the rising population and the number of people in need. Today, more than half of New Yorkers are rent burdened, spending more than 30 percent of their income on housing; more than a quarter are severely rent burdened, spending more than half their income on housing. The number of rent-burdened New Yorkers continues to grow.

More than half of New Yorkers are rent burdened, spending more than 30 percent of their income on housing, and more than a quarter are severely rent burdened, spending more than half.

RENT-BURDENED HOUSEHOLDS BY INCOME GROUP, 2017

Source: HPD



The impacts of the housing crisis are severe. Rent-burdened, low-income residents are forced to compromise on housing quality or overextend themselves to make ends meet. Some residents have been forced to leave New York, and many others who might otherwise consider moving here stay away. Businesses may struggle to attract potential employees, who have difficulty finding suitable housing they can afford. Rising rents also push out small businesses, many of which are family owned, as well as community organizations that can no longer find space. In an increasingly dynamic and rapidly changing environment, people and businesses often struggle to maintain their place.

To meet the demands of a growing population and economy, more housing units and commercial spaces are needed to ease pressure on the existing housing stock and stabilize and reduce rents over time. While it may appear as though New York is constantly building, housing construction over the last decade is lower than during past growth spurts, and is still making up ground from previous dips. In addition, while significant development has been concentrated in Manhattan and in the western portions of Brooklyn and Queens, more housing is needed in neighborhoods across the city, particularly in transit-rich neighborhoods that can support a larger population and more mixed-income rental housing, but where current land use rules restrict new construction, contributing to the rise in rents.

With a connected housing market, New York City cannot address unaffordability entirely on its own. Regional forecasts suggest that, collectively, our region might grow by more than 2 million people by 2040, which translates into about 40,000 new households a year. As the region's largest city, we must find ways to support our regional neighbors also working to address housing demand and accommodate the region's growth equitably.

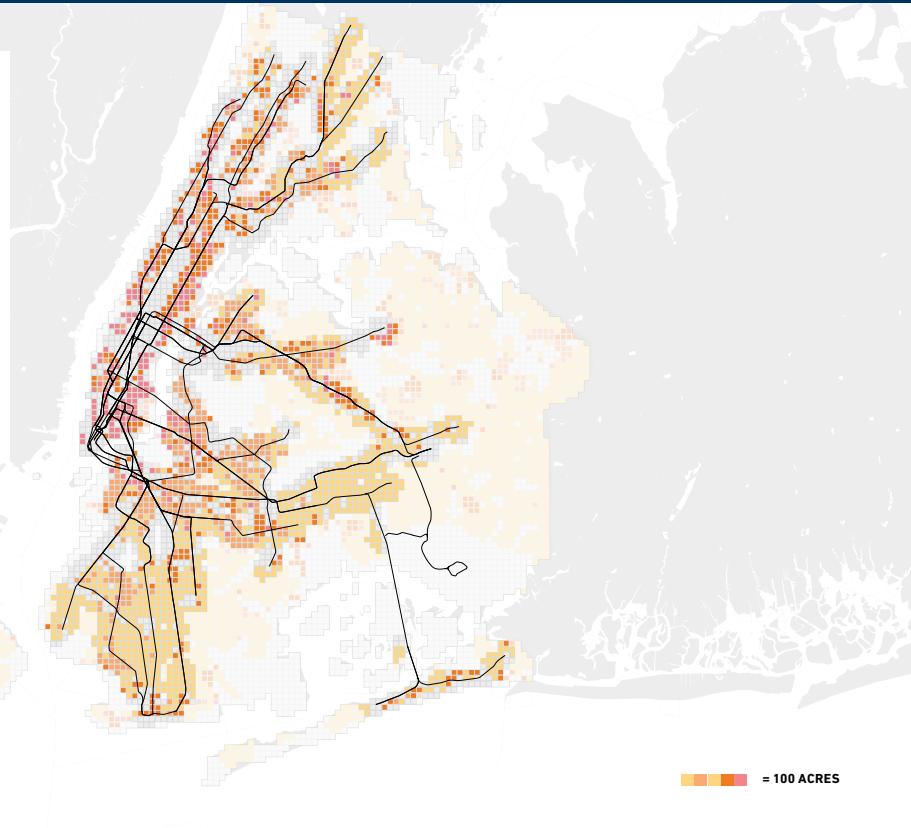
A growing population and economy are critical to addressing affordability, so we must leverage our strengths to close the affordability gap. If New York City becomes too expensive and out of reach for many residents, the benefits of living here will belong to only a small segment of the population. We would become a city that is less welcoming and less fair.

Nearly two-thirds of the land used for housing in New York City is for one- and two-family homes. Some of these neighborhoods have strong transit access.

CITY RESIDENTIAL LAND USE WITHIN A 15-MINUTE WALK OF A SUBWAY STATION

Source: PLUTO

- █ 1-2 FAMILY HOUSING
- █ MULTI-FAMILY WALK-UP HOUSING
- █ MULTI-FAMILY ELEVATOR HOUSING
- █ MIXED-USE COMMERCIAL & RESIDENTIAL BUILDINGS



MAKING ROOM FOR MORE NEW YORKERS

THE ROUGHLY 300 SQUARE MILES THAT COMprise New York City house roughly 8.6 million people, support 4.5 million jobs, and allow us to learn, play, and build community. The city's density is key to this, and to our city's identity.

New York City has the highest population density of any major city in the United States, with more than 27,000 people per square mile. Density comes in many shapes and sizes, and creates thriving, mixed-use neighborhoods, where New Yorkers from different backgrounds live together and streets are filled with retail and community uses. It enables one of the largest transit systems in the world, which helps New Yorkers maintain the lowest per-person carbon footprint of any big city in the country. Density supports unparalleled cultural offerings, renowned schools and universities, and leading health care institutions. The city we enjoy exists because density contributes to a vibrant economy, a walkable city, and world-famous nightlife less dense cities simply cannot sustain.

New York City is also unique because it is the only large, old U.S. city that has grown far beyond its historical peak population – since 1970, we have added more than half a million new residents. This growth has been possible because of the strong infrastructure we inherited, and our ability to use it more efficiently and extend its capacity. Our capacity to grow is not infinite – we expect growth to slow as we approach and exceed a population of 9 million by 2050 – but as long as the city's economy and quality of life are strong, we can expect existing residents seeking to stay, and new immigrants wishing to move here.

As more people call New York City home, we will still have only 300 square miles of land. To accommodate our children and the next generation of newcomers, the City must find ways to use land more efficiently, and to make the key investments we need to grow both sustainably and equitably. Without finding places to locate more housing, we would be unable to provide options for all the people searching for a place to live every year, forcing increasing competition for existing housing and leading to rent hikes. Many New Yorkers unable to afford these increased housing costs would be displaced and the city will become more unwelcoming and less fair.

Making room for additional residents can occur in many ways, suited to the needs of different neighborhoods and the capacity of our transportation and other infrastructure. Today it consists of duplexes in Elmhurst, mid-rises in Bedford-Stuyvesant, and towers in Murray Hill. Looking ahead to future growth, high-density, transit-rich neighborhoods can add more residents through innovative building practices such as micro-units. Lower-density neighborhoods can support growth through incremental additions to the housing supply, such as East New York's pilot basement apartment program, or through zoning changes to allow for multifamily housing near transit. As we plan for more mixed-use projects in the boroughs, we will bring not only new housing but also jobs and services closer to new population centers.

As we strive to become a strong and fair city, we must continue to find ways to accommodate this growing family and leverage the benefits of our density and dynamism to protect our city's legacy.



Challenge #2 ECONOMIC INSECURITY

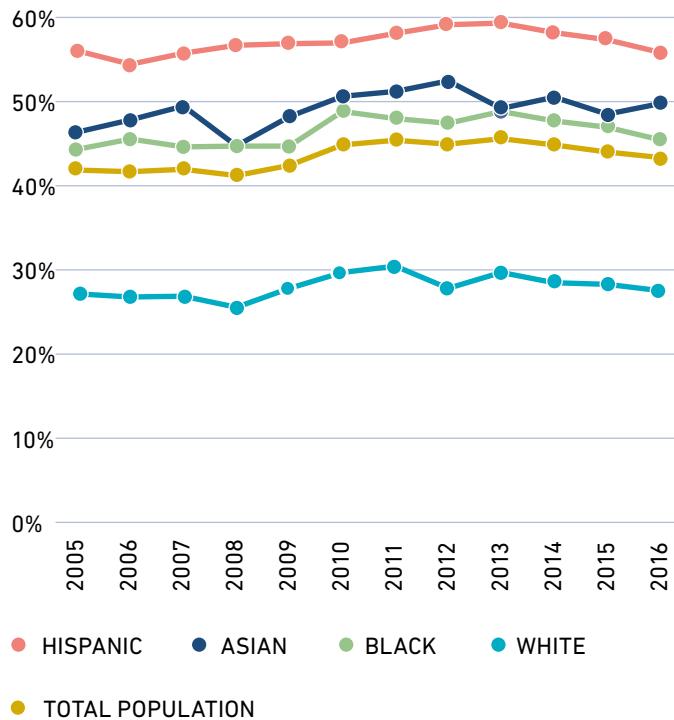
The city's economy is evolving in parallel with global trends, creating unrivaled opportunities for new businesses and jobs. Yet this boom also raises questions about unequal access to prosperity and social mobility, and how to ensure everyone benefits from economic growth.

Overall, poverty and unemployment are down and earnings are up, and the hallmarks of a robust economy—economic output and productivity — are rising. Still, many New Yorkers are excluded from this boom and face economic insecurity. Wages for low- and middle-income earners have not risen at the same pace as the economy as a whole. The top 0.1 percent of New Yorkers by income, in aggregate, earn four times more than the bottom 50 percent, while more than 40 percent of New Yorkers live in or near poverty. And slow wage growth and the rising cost of living threaten to displace New York's middle class.

The changing nature of work, if not properly managed, has the potential to worsen insecurity. At least 400,000 New Yorkers are full-time freelancers, working across industries as home health aides, for-hire drivers, graphic designers, hospitality professionals,

Poverty and near poverty rates have only begun to return to pre-Recession levels, and remain higher among New Yorkers of color.

Source: NYC Opportunity



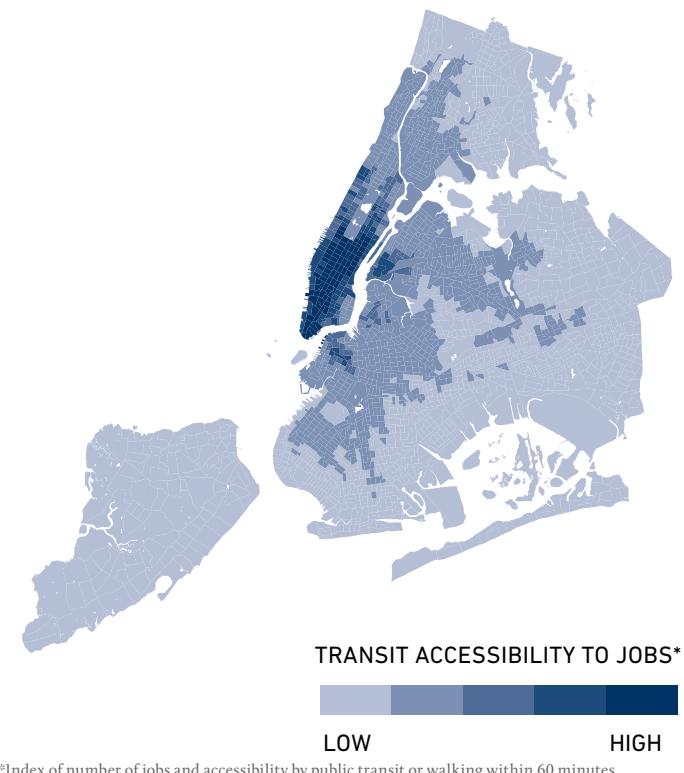
and the like. This number is expected to increase, especially in service sectors, with the growth of app-based hiring. This gig economy brings flexibility and autonomy to independent workers, but also creates challenges around job stability, financial security, and access to health and other benefits.

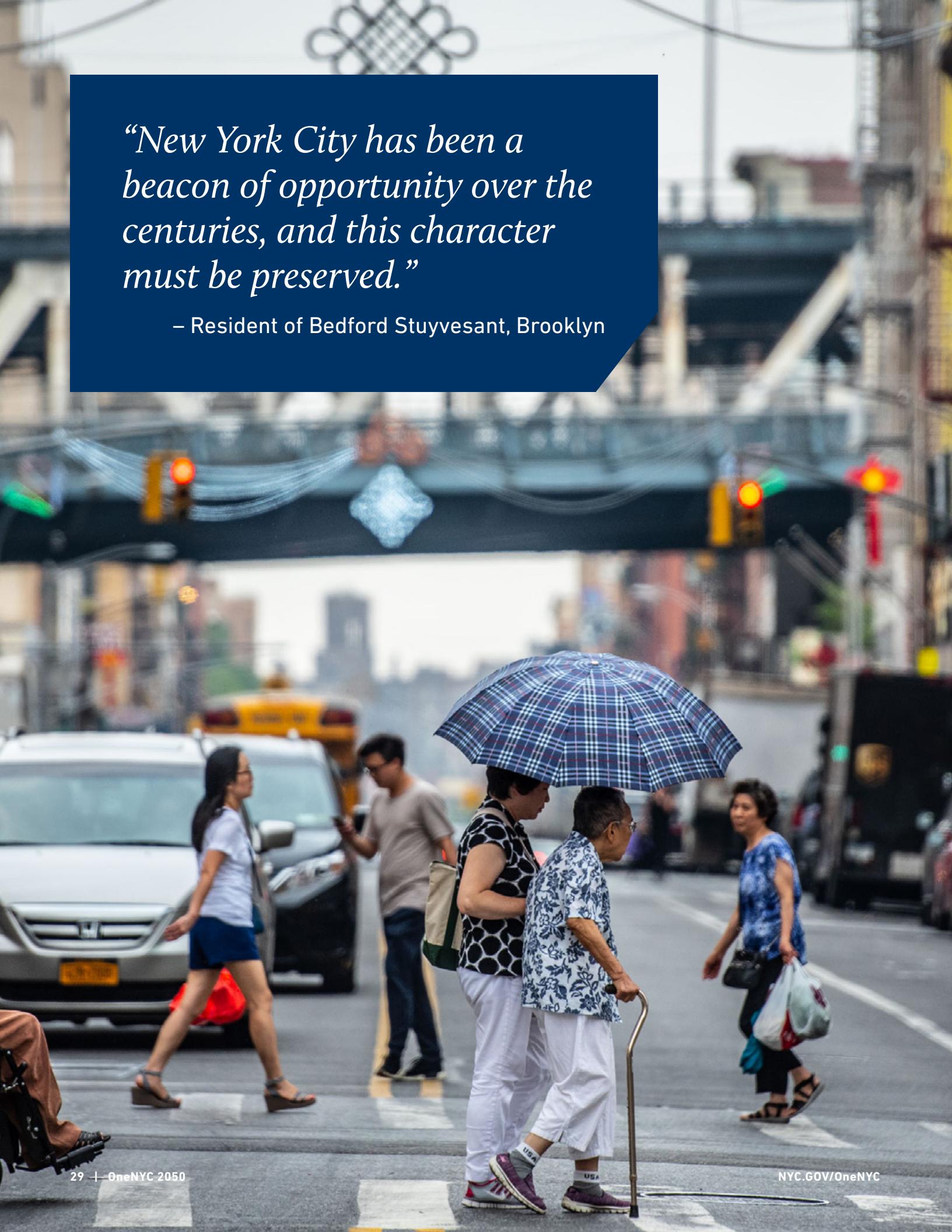
As a center of tech innovation, New York City has an opportunity to lead in developing 21st-century employment models that reward hard work while embracing productivity gains. This is especially important amid trends toward automation that by some estimates could impact up to 40 percent of jobs, requiring workers in many fields to develop new skills. This is already being felt in the manufacturing sector, retail occupations, and back-office operations of major financial firms. The greatest risk of displacement is to low-barrier, low-skill jobs that are predominantly held by New Yorkers with the least financial security.

Preparing the workforce for the 21st century by expanding economic opportunities, developing skills and digital literacy, raising wages, and increasing protections for workers across industries will contribute to economic security for all New Yorkers. Without these efforts, more and more New Yorkers will find it increasingly difficult to make it here.

While transit access to jobs is highest in Manhattan, job centers have grown in downtown Brooklyn and Long Island City.

Source: DCP





“New York City has been a beacon of opportunity over the centuries, and this character must be preserved.”

– Resident of Bedford Stuyvesant, Brooklyn

Challenge #3

STUBBORN WEALTH AND HEALTH INEQUITIES

The legacy of segregation and racist policies continues to cast a shadow over New York City. Persistent inequalities in wealth and income, as well as health and education, are inextricably linked and underscore the reality that New Yorkers have not benefited equally from the city's prosperity, both in the past and today, requiring even stronger action by the City to promote equity.

The gaps are starker when viewed through the lens of race and gender. In fact, while the gender pay gap in New York is comparatively lower than nationally, women — and women of color in particular — continue to face significant inequity. In 2016, black women working full-time in New York City made 57 cents for every dollar paid to white men; over a 40-year career, the median full-time working Hispanic woman in New York City loses \$1.5 million in earnings due to the gender wage gap. While unemployment has fallen dramatically for all groups since the last recession, it remains significantly higher for black and Hispanic workers; as of 2017, the average black worker in New York City was twice as likely to be without work than a comparably educated white New Yorker.

The disparities in wealth between white and nonwhite households are even greater. Nationally, the median wealth of white families is more than \$100,000, while black median wealth hovers around \$10,000. This divide has deep, long-term implications. When black children become adults, they are far less likely than their white counterparts to get financial help from their parents for higher education — a disparity that has financial consequences over the course of the adult child's life, reinforcing inequities across generations.

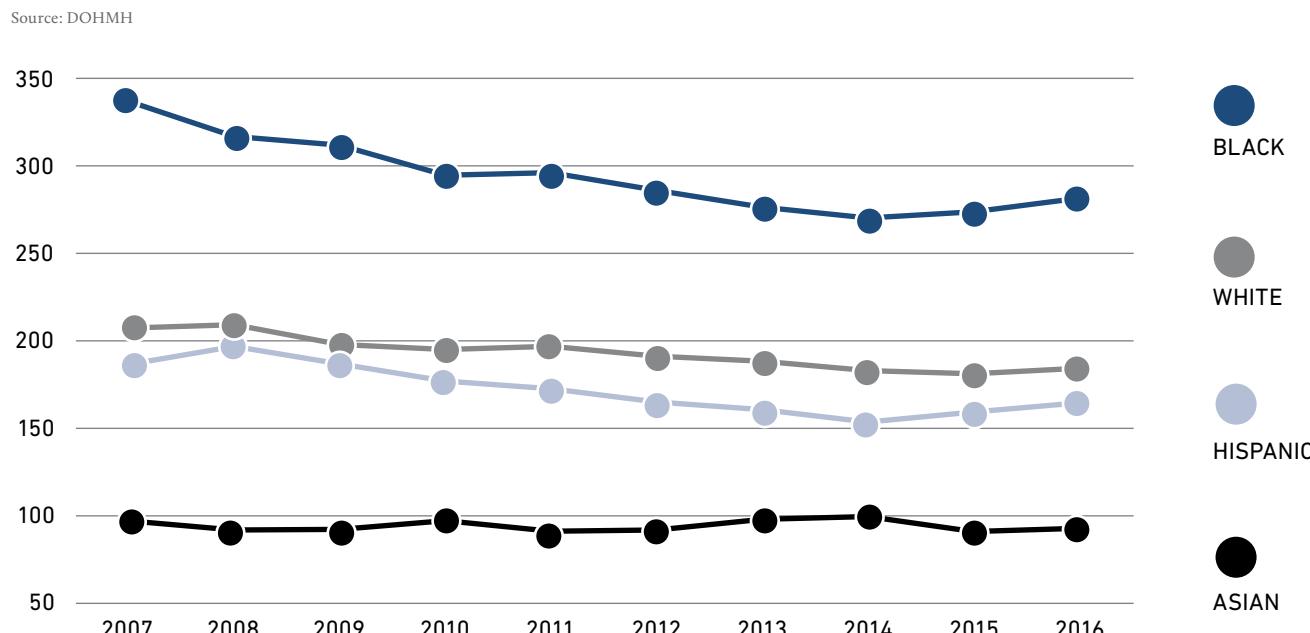
Inequities in New York City are reinforced by segregated neighborhoods. Only one in four New Yorkers lives in a racially integrated neighborhood, and segregation, inequities in neighborhood conditions, environmental injustice, and economic disparities all contribute to unequal health outcomes. Rates of premature mortality and infant mortality are twice as high among black New Yorkers than the citywide average. Life expectancy in East Harlem, where residents are predominantly black and Hispanic and poverty is more prevalent, is 8.6 years shorter than on the Upper East Side just a few blocks south, a predominantly white community with lower poverty. New York City has the highest disparity in exposure to air pollution between people of color and white people, a contributing factor to heart and respiratory disease.

New York City's schools also grapple with the legacy of segregation and unequal policies. Though black and Hispanic students make up nearly 70 percent of New York City's public school system, in 2019, just over 10 percent of students admitted into the city's eight specialized high schools were black or Hispanic. Moreover, the quality of education varies widely across the city, with students in economically disadvantaged households performing worse than their peers. Nearly three-quarters of all New York City public school students live in poverty.

Addressing persistent inequities in income, wealth, education, and health is necessary in order to bring living standards across the city in alignment and provide equal opportunity to all New Yorkers. Without both an economic system that promotes equitable growth and a concerted effort to improve services and access to care in historically neglected communities, New York City will fail to overcome the "tale of two cities" narrative that has plagued us for decades.

Wealth and health inequities contribute to higher rates of premature mortality among black New Yorkers.

(S)



WE ARE A DIVERSE YET SEGREGATED CITY.

Despite New York City's plurality, the city remains divided. Fifty years after the federal Fair Housing Act, which prohibited racial discrimination in housing, came into effect, many neighborhoods across New York City are still segregated along racial lines. These divisions reinforce inequalities in our schools, health care, access to opportunity, civic engagement, and other aspects of our day-to-day lives.

**OUR DIVIDED NEIGHBORHOODS SHAPE OUR LIVES.
EXPLORE MORE IMPACTS ELSEWHERE
IN OneNYC 2050:**

IN AN INCLUSIVE ECONOMY, see how the City is investing in job growth to address unequal access to economic opportunity related to race and geography.

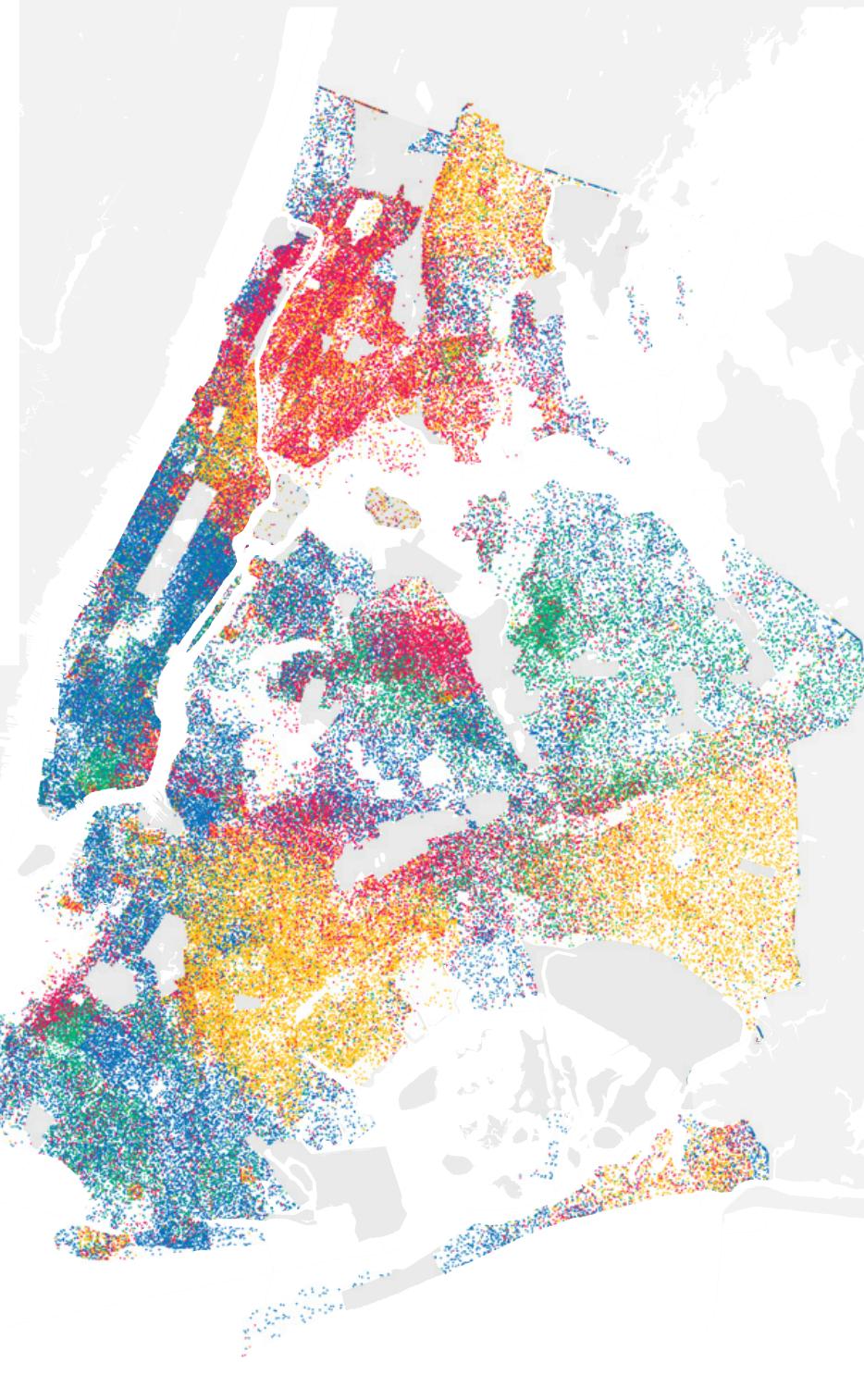
IN THRIVING NEIGHBORHOODS, see how rent burden impacts New Yorkers across neighborhoods and by race/ethnicity.

IN HEALTHY LIVES, see how race impacts mortality rates across neighborhoods.

Source: Census Bureau Decennial Census, ACS 5-Year 2017

EACH DOT REPRESENTS 50 NEW YORKERS

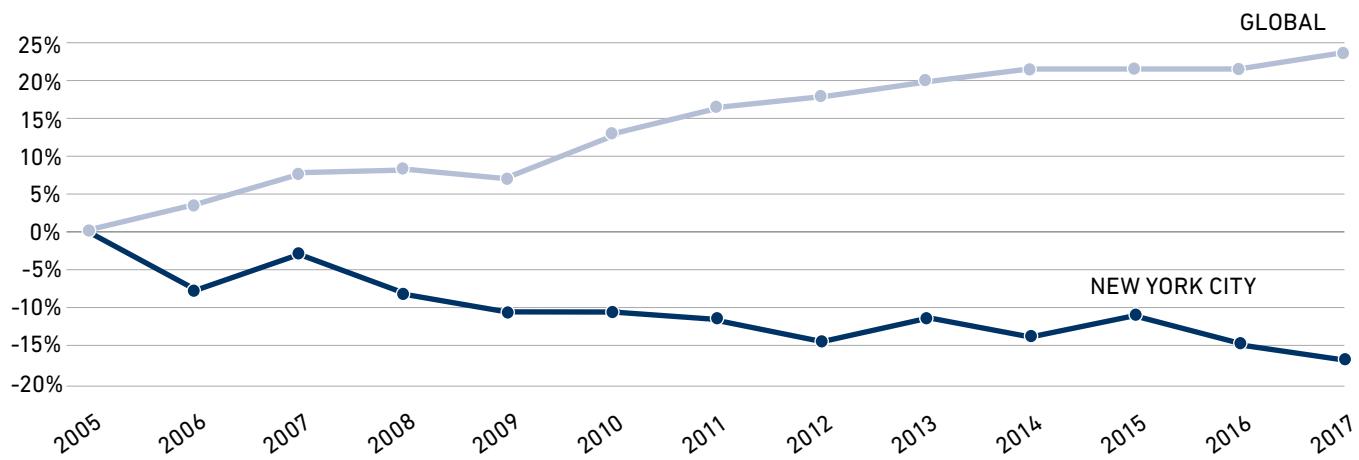
- Hispanic
- Asian
- White
- Black
- Other



While New York City has made strides to achieve a reduction in greenhouse gas emissions, global emissions continue to rise, putting New Yorkers at risk.

CHANGE IN GHG EMISSIONS, 2005-2017

Source: Mayor's Office, International Energy Agency



Challenge #4 A CLIMATE EMERGENCY

Our climate is changing, and the impacts — bigger storms, higher seas, more intense heat waves — pose a threat to our economy, ecosystem, infrastructure, public health, and way of life. It is already having an impact on a national and global level and on our city's streets and neighborhoods. Extreme heat is now the number one cause of mortality from weather conditions, and extreme storms can be ruinous. When Hurricane Sandy landed in 2012, it killed 44 people and caused \$19 billion in damage in New York City alone. If we don't act now, we will see major disruptions to the global food supply, mass migrations as regions become uninhabitable, declining biodiversity, and unpredictable impacts on our economy and way of life.

The cause is clear: Burning fossil fuels is the largest contributor to human-caused climate change. Unfortunately, climate change is a national emergency without a national policy, and efforts to curb fossil fuels and GHG emissions have been stymied by federal actions as well as federal inaction. Equally troubling, a decades-long campaign of deception and denial by fossil fuel companies has tried to mislead policymakers and the public, delaying the transition away from fossil fuels. Climate change is an emergency, and we must mobilize now if we hope to avoid catastrophic impacts.

Let's look at the science: On our current trajectory, global temperature increases of 4.7 to 8.6 degrees Fahrenheit are anticipated by 2100. This will directly impact all New Yorkers.

By 2050, without adaptation, more New Yorkers will die each summer from intense heat. At the same time, greater dependence on air conditioning will place heightened demand on the city's electrical grid, increasing the chances of larger and longer blackouts in summer months and leading to infrastructure outages and spoiled food and medicine stocks. It will also impact our ability to meet renewable energy targets, and heighten risk for the elderly and other populations especially vulnerable to heat-related illnesses.

High tides will cause flooding twice a day in some coastal communities, and permanent inundation in others. Without added protections, severe storms could put most of Coney Island, the Rockaway peninsula, Hunts Point, Throggs Neck, East Harlem, and the East Shore of Staten Island under water. In New York City, climate change will have increasingly severe consequences for our health, our economy, and our quality of life, with a disproportionate burden falling on the city's most vulnerable populations and communities.

New York City, because of its density and public transportation system, has long had a smaller per capita carbon footprint than any other big city in the United States — and we have made significant progress reducing GHG emissions over the last decade, using new technologies and innovations to get us there. The City has assumed a leading global role in fighting climate change, and the actions we take can become a national and global model. However, the lack of commitment by the federal government to the Paris Agreement has placed New York and the world in a precarious position. Time is running out.



CLIMATE SIGNALS WAS A PUBLIC ART INSTALLATION BY JUSTIN BRICE GUARIGLIA,
PRESENTED BY THE CLIMATE MUSEUM IN PARTNERSHIP WITH THE MAYOR'S OFFICE.

Source: Lisa Goulet

Challenge #5 FAILING INFRASTRUCTURE AND SHIFTING NEEDS

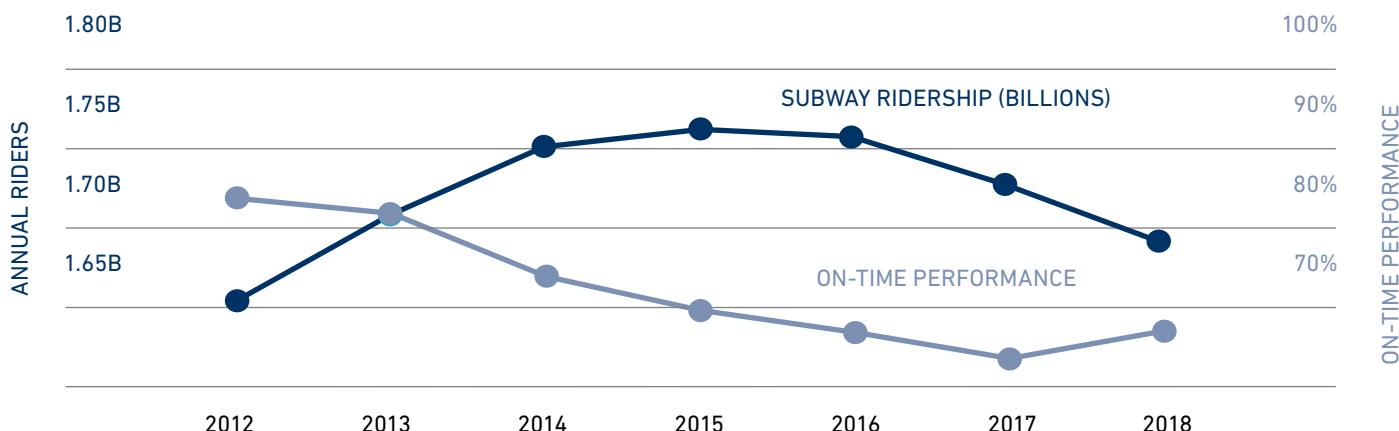
New York City's greatness, and its livability, are directly tied to our physical infrastructure, from the world's most extensive subway and bus system to the intricate network that conveys drinking water from hundreds of miles away. Most of this infrastructure was built more than a century ago, and today large segments are in desperate need of repair due to decades of disinvestment. Without new funding and upgrades, the essential systems that connect New Yorkers to their communities, jobs, local businesses, and schools — and that are essential to meeting our climate impact goals — will continue to deteriorate. And as we look to the changing needs of the 21st century, we must also address the need for new digital infrastructure, public health resources to fight infectious disease threats, and resiliency to cyber-attacks and other threats.

Getting around New York City is increasingly frustrating. Subways are chronically underfunded, leading to declining reliability and frequent disruptions. Buses are often stuck on traffic-clogged streets. This forces New Yorkers to find alternative and often costlier transportation, such as for-hire vehicles that — together with the proliferation of vehicles making online retail deliveries — worsen congestion, reduce the efficiency of above-ground transit, such as buses, and contribute to air pollution and the city's carbon footprint.

Major repair and expansion projects remain underfunded due to a lack of federal support. This includes Gateway, a critical replacement rail-tunnel system connecting Manhattan with New Jersey that is one of the most important infrastructure projects in the country. The regional economy would grind to a halt in the event of a tunnel shutdown, causing \$16 billion in economic damage over an estimated four-year repair cycle and impacting millions of lives, according to the Regional Plan Association.

Since 2012, on-time performance for MTA subways has decreased by 25% and ridership has dropped off.

Source: MTA



Challenge #6 THREATS TO DEMOCRACY

The rise of nationalism and intolerance both in the United States and globally breeds distrust in public institutions, creates divisions in our communities, and undermines democratic principles.

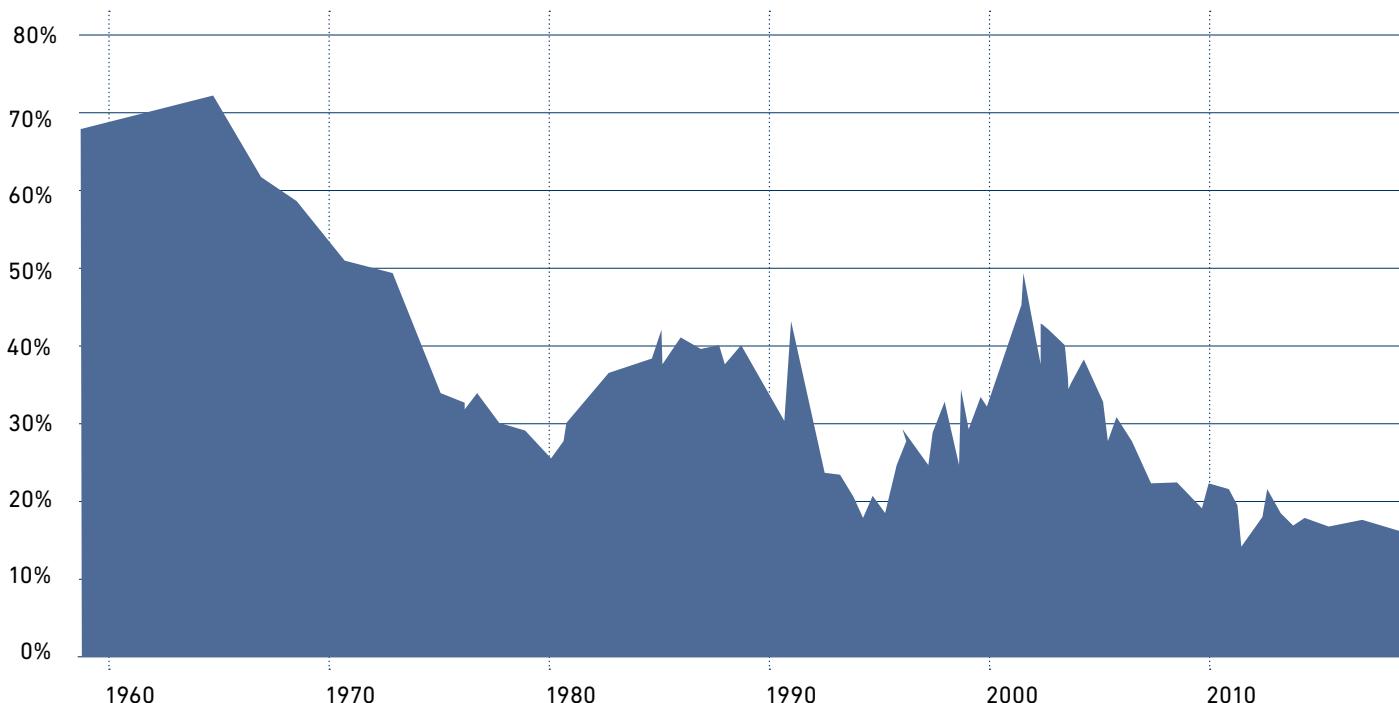
Organized displays of intolerance are not welcome in cities such as New York that embrace immigrants, celebrate diversity, and encourage the free exchange of ideas. Yet we are not immune to this phenomenon. The number of immigrants deported from the city without criminal convictions has risen by 265 percent since 2016 — the largest increase in the country — while many New Yorkers have been impacted by travel bans and other anti-immigrant policies.

Just as importantly, the culture of political partisanship and dysfunction in Washington, D.C. has undermined trust in civic institutions nationally, and discouraged members of the public from participating in public processes — a necessary condition for our democracy to function. According to a 2018 Pew report, only 18 percent of Americans today trust the government to do the right thing. In New York City, low voter turnout limits representation in City government. Millions of New Yorkers are not able to vote at all because of their immigration status or criminal background.

Nationally, public trust in the government remains at a near record low. Only 18 percent of Americans today trust the government to do the right thing.

PUBLIC TRUST IN GOVERNMENT, 1958–2017

Source: Pew Research Center



Residents report a widespread feeling that the government is not listening to their voice, or their needs, especially in communities historically left out of City decision-making.

Recent federal actions have also undermined global diplomacy, which is critical to creating more democratic societies around the world. The Trump Administration's disavowal of international institutions and skepticism of global agreements have sparked trade wars that have created uncertainty in global markets and reduced the nation's standing among key allies. And its hostility toward acknowledging the reality of a changing climate has weakened our country's global leadership role while exacerbating the risks posed by climate change. Meanwhile, anti-democratic, authoritarian regimes have risen to power in many countries and gained global influence.

Amid this changing global context, cities such as New York must play a more prominent role in global affairs. Cities are in a position to call out reactionary trends, and New York City in particular — with our history of tolerance and progressive ideas, as the host city to the United Nations and countless other international organizations, and our unmatched global connectedness — can take the lead in defending democratic values and reenergizing the public's faith in democracy.



HOW WE GOT HERE

THE CITY WE KNOW TODAY IS THE RESULT OF POLICY DECISIONS MADE LONG AGO THAT CONTINUE TO INFLUENCE THE WAY WE LIVE NOW. TO PLAN FOR THE NEXT 30 YEARS, WE MUST FIRST UNDERSTAND THE HISTORY OF NEW YORK CITY AND HOW, FOR DECADES, SOME POLICIES SUCCESSFULLY MOVED THE CITY FORWARD WHILE OTHERS PERPETUATED SYSTEMS OF INEQUALITY.

New York City has long been a cauldron of political expression and self-determination, from women-led abolitionist and suffragist societies to settlement houses and labor unions. Some 20,000 women and children shirtwaist workers went on strike in 1909 to protest poor working conditions in the garment industry. The Urban League was formed in 1911 as a response to the lack of economic opportunity for black men in New York City, which had the largest African-American population of any city outside of the South.

New York City was home to civil rights pioneers such as Dorothy Height, Paul Robeson, and Bayard Rustin; political pioneers such

as Adam Clayton Powell Jr., Percy Sutton, and Shirley Chisholm; and Black Nationalists such as Malcolm X. New York City is where the Young Lords coined the term "Latino" in their 13-Point Program and Platform around health care, sanitation, and education. New York City is where the gay rights movement began and found its voice, following the Stonewall uprising. New York City is where Dorothy Day founded the Catholic Worker social justice movement, and Ai-jen Poo founded the National Domestic Workers Alliance and passed the nation's first Domestic Workers Bill of Rights in 2010.

Postwar New York City helped define America's modern middle class. Co-op City in the Bronx created a new model for homeownership for middle-income earners. The public health care system was redefined with the creation of the NYC Health and Hospitals Corporation, now NYC Health + Hospitals, in 1969. The City University of New York created an affordable postsecondary education opportunity for all New Yorkers, and today lifts almost six times as many low-income students into the middle class as the Ivy Leagues, Duke, MIT, Stanford, and the University of Chicago, combined.

WE MUST ALSO ACKNOWLEDGE THAT MANY OF THE CHALLENGES WE FACE TODAY REFLECT THE LEGACY OF RACIST AND OTHERWISE UNJUST POLICIES.

While the city was founded on principles of tolerance and inclusion, our history has seen extreme exclusion and race-based violence. Native Americans were terrorized by early Dutch and British settlers; slavery was legal until 1827 with devastating consequences; and Irish, Italian, Jewish, and Chinese immigrants faced nativist violence throughout the 19th century.

Still in the 21st century, policies and practices based on institutionalized racism led to an unfair distribution of resources across the city. While not unique to New York City, they left a deep legacy of inequity. Redlining deprived communities of color access to federally backed home loans, creating segregated neighborhoods upheld by public policy. Urban renewal projects displaced thousands of people, mostly communities of color, to make way for highways, housing projects, and civic centers, while unequal siting decisions subjected poor communities to increased pollution. The city's fiscal and economic decline in the 1970s led to disinvestment and a spate of fires in low-income communities of color. In the 1980s, the War on Drugs approach to reversing the crack epidemic led to the disproportionate incarceration of young people of color and resulting disruption of young families. The police department's use of stop-question-and-frisk in the 2000s and early 2010s was disproportionately borne by communities of color.

Our lives have also been shaped by national and global forces. Decades of disinvestment in urban communities — reflected in declining federal spending on public transit, public housing, and community development — have disproportionately impacted New York City and starved our city of the resources necessary to keep housing and infrastructure in good repair. Tax cuts implemented in the 1980s launched decades of austerity



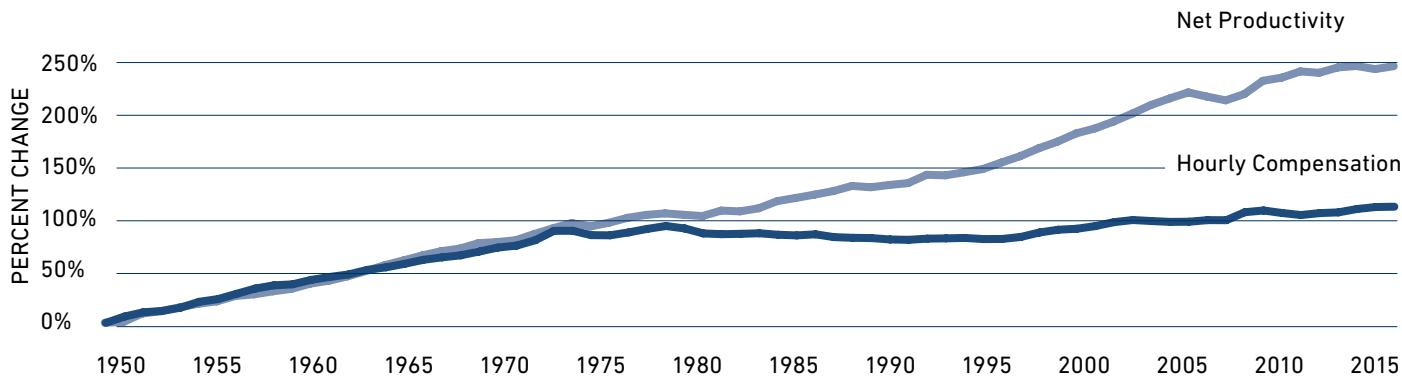
budgeting that reduced spending on public services and benefits, disproportionately impacting lower- and middle-class Americans. Decades of denial and deception by fossil fuel companies and a rejection of climate science in Washington have made us reliant on fossil fuels for far longer than necessary, and we have only begun to reduce our dependence and respond to climate change. While national productivity has continued to rise, systems of inequality, a lack of worker bargaining power, dwindling union strength, and greater consolidation of wealth among the few, have prevented wages from rising at the same pace.

Just as consequentially, for too long past City leaders failed to acknowledge these injustices and their lingering effects. to acknowledge these past injustices and their lingering effects. We must name these injustices in order to overcome them.

ONENYC 2050 CONFRONTS THE MOST PRESSING ISSUES FACING NEW YORKERS TODAY WITH THIS HISTORY IN MIND, KNOWING THAT THE DECISIONS WE MAKE AND HOW WE RESPOND TO CHALLENGES AT HOME AND ON THE NATIONAL AND GLOBAL STAGE WILL AFFECT THE LIVES OF MILLIONS FOR YEARS TO COME. AT THIS MOMENT, WE HAVE A UNIQUE OPPORTUNITY TO HONOR OUR HISTORY AND REJECT INJUSTICE, IN ORDER TO BUILD A STRONG AND FAIR CITY FOR FUTURE GENERATIONS.

Wages have not kept pace with national productivity gains due to systems of inequality, dwindling union strength and worker bargaining power, and greater consolidation of wealth.

Source: Economic Policy Institute



HOW NEW YORKERS SHAPED OneNYC 2050

MORE THAN 16,000 NEW YORKERS' VOICES SHAPED THE VISION AND PRIORITIES THAT MAKE UP ONENYC 2050.

Residents from every neighborhood attended community forums, took our public survey, and spent a few minutes with our team at their greenmarket or cultural events, and other venues to let us know what works — and what doesn't — and what they want for the city of the future.

A few themes stood out almost everywhere. Public transit is in a state of emergency, as delays and rising fares affect quality of life on a daily basis. Rising housing costs are making it harder to get by for New Yorkers of all income levels, with the greatest burden on New Yorkers living in or near poverty. The city's economy may be strong, but many New Yorkers feel left behind and want to see investments that support working people and small businesses rather than those already at the top.

Other issues affect some communities more than others, but are no less critical to our city's future. Sandy-impacted areas such as the Rockaway Peninsula and Red Hook stressed the urgent need to address climate change and protect against future storms. Northern Queens and the Central Bronx sought greater support for immigrants. Communities with higher shares of young children urged more investment in our public schools.

These collective sentiments — from residents of all backgrounds, in all boroughs — guided the vision, priorities, and specific initiatives highlighted in this long-term strategy.

ONENYC OUTREACH AT A GLANCE

14,000+

SURVEY RESPONSES BY WEB, TEXT, AND IN-PERSON

26 REGIONAL OFFICIALS

FROM NEIGHBORING CITIES AND COUNTIES CONVENED TO GUIDE REGIONAL PRIORITIES

3.6 MILLION DIGITAL IMPRESSIONS

VIA TWITTER, FACEBOOK, EMAIL, AND LINKNYC CAMPAIGNS

MATERIAL DISTRIBUTED AT

60 LIBRARIES

AND TO 300,000+ CITY EMPLOYEES

2,400 PEOPLE ATTENDED 50+ IN-PERSON EVENTS
ACROSS ALL FIVE BOROUGHS, INCLUDING:

27

POP-UP EVENTS
AND COMMUNITY
MEETINGS

13

SMALL-GROUP
DISCUSSIONS AND
SPEAKING ENGAGEMENTS

4

YOUTH TOUR VISITS
TO JUNIOR HIGH AND
HIGH SCHOOLS

9

ADVISORY BOARD
AND WORKING GROUP
MEETINGS

WHO WE HEARD FROM

Inclusiveness is integral to effective planning. As important as data analysis and policy experts are, only broad-based public engagement can reveal how different communities experience New York City and how they want to see their city evolve over the next 30 years. Over seven months, OneNYC sought out diverse voices from all corners of New York City and, recognizing systemic barriers to participation, incorporated input from a broad mix of stakeholders.

SEPTEMBER 2018

LISTEN

ONENYC SURVEY

More than 14,000 New Yorkers participated in the OneNYC survey, submitting responses online, by text and social media, and on paper surveys distributed at public events, in 11 languages. Trends and comments from the survey informed all aspects of OneNYC. (See results on the following page.)

JANUARY 2019

TEST

ADVISORY BOARD

The OneNYC Advisory Board helped shape our priorities. The 39-member board represents all five boroughs and the global community, and is a mix of civic and community leaders, advocates, elected officials, and policy experts. Board meetings helped shape our understanding of global trends and gave us insight local challenges. Working groups focused on climate , transportation, civic, and workforce issues, inviting 110 participants from nonprofits and City agencies to workshop new approaches.

MARCH 2019

CREATE

NETWORK PARTNERS

To spread the word about OneNYC, a network of partners distributed informational materials at locations in all five boroughs, including public libraries, senior centers, small business resource centers, and LinkNYC kiosks.

APRIL 2019

ACT

5-BOROUGH TOUR

We met in person with more than 2,400 New Yorkers representing a cross-section of residents, small business owners, youths, seniors, and advocates. This “5-Borough Tour,” ranging from pop-up events to small-group discussions at community spaces, focused on neighborhoods under-represented in our survey and were essential to build our understanding of local issues and gather input on evolving priorities.

REGIONAL COLLABORATION

Twenty-six senior officials, from cities and counties in Northern New Jersey, Long Island, Western Connecticut, and Westchester, Putnam, and Rockland Counties gathered for an interactive workshop on shared regional challenges such as housing, jobs, transportation, and climate change, identifying ways New York City and our regional partners can build on our work together to address shared regional needs.

AGENCY PARTNERS

OneNYC reflects the work of dozens of City agencies, many of which have conducted major public outreach efforts over the last four years and meet regularly with community and issue-area stakeholders to shape policies.

Approximately 60% of all survey respondents identified housing or transportation as one of the most important issues New York City faces.

PERCENTAGES REFLECT THE SHARE OF RESPONDENTS WHO SELECTED THAT ISSUE AS ONE OF THE MOST IMPORTANT ISSUES NEW YORK CITY FACES.

HOUSING

61%

TRANSPORTATION AND INFRASTRUCTURE

57%

JOBs AND ECONOMIC SECURITY

42%

EDUCATION

38%

PUBLIC SAFETY

29%

HEALTH CARE

28%

CLIMATE CHANGE

19%

ENVIRONMENT

17%

IMMIGRANT RIGHTS

13%

TECHNOLOGY

6%

SOMETHING ELSE

12%

OneNYC SURVEY

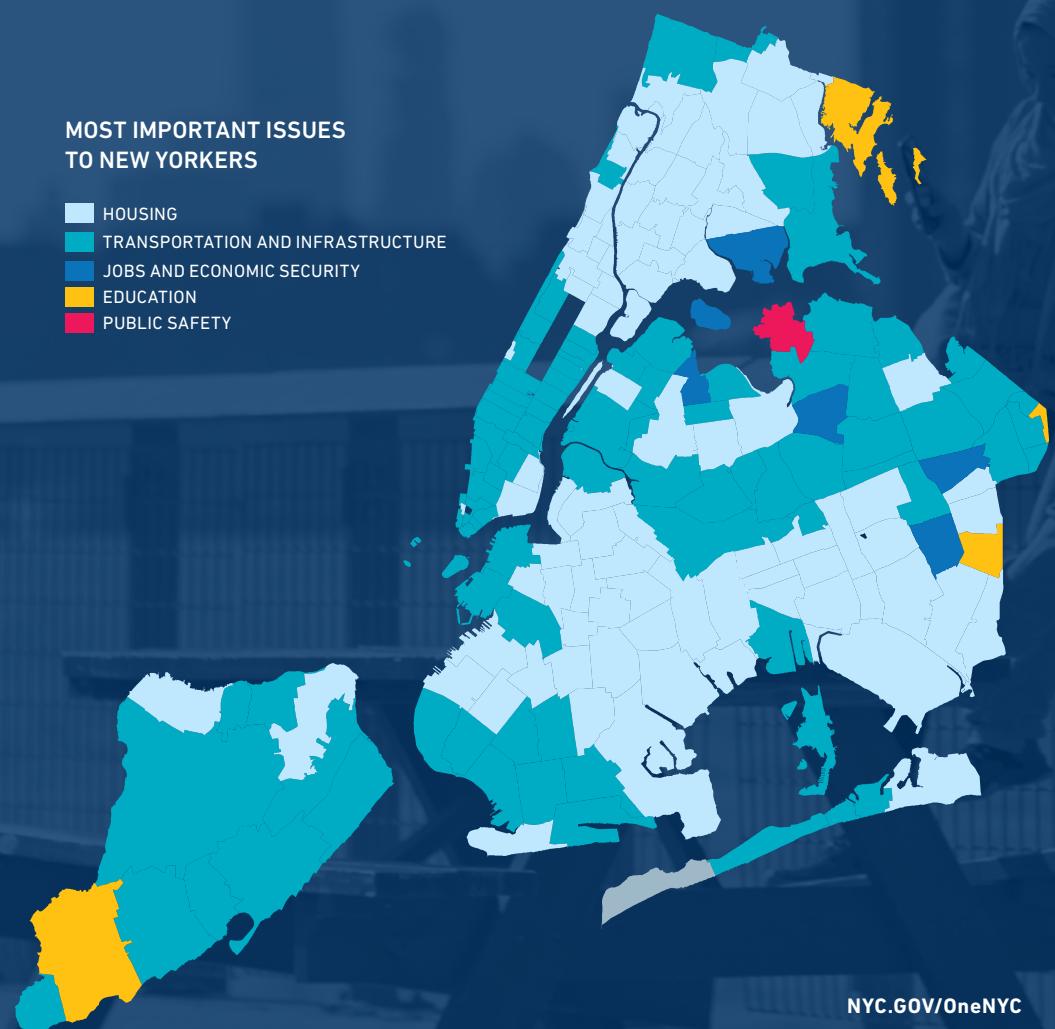
From September to March, more than 14,000 New Yorkers participated in the OneNYC survey. The survey asked New Yorkers the question, “What do you think are the most important issues facing New York City’s future?” and offered the chance to share one or more ideas for how New York City could address those issues.

The survey respondents represent voices from every corner of the city and are broadly representative of New York City’s population by borough and gender. As illustrated at left, they send a strong message about the issues New Yorkers care about the most, and how priorities vary across New York’s diverse neighborhoods. OneNYC 2050 addresses all of these issues.

The issues New Yorkers care about differ by neighborhood. Residents of central Brooklyn identified housing as the issue they care most about, while their neighbors to the south care most about transportation and infrastructure. Residents in Soundview care most about jobs and the economy, and residents of nearby College Point were most concerned about public safety.

MOST IMPORTANT ISSUES TO NEW YORKERS

- HOUSING
- TRANSPORTATION AND INFRASTRUCTURE
- JOBS AND ECONOMIC SECURITY
- EDUCATION
- PUBLIC SAFETY



HOW WE INCORPORATED INPUT

The diverse input gathered over the last seven months is reflected in OneNYC in ways big and small. Comments from the public survey and public meetings were reviewed by the OneNYC team that developed the strategy. As certain topics surfaced again and again, such as traffic congestion, we were able to deepen our focus with City agencies and on initiatives to address those challenges. In one case, a suggestion from a recent college graduate inspired the idea for an event celebrating civic life that the City is now exploring.

In other cases, ideas submitted by New Yorkers have us looking toward the future. How can we help the middle schoolers we met at the Manhattan Youth Engagement Tour reduce the use of plastic in public schools? How can we promote career fairs for non-English speakers who need job application assistance, as suggested by a resident in Sunset Park?

As we work to turn OneNYC from strategy to reality, we are continuing to evaluate the many great ideas offered by New Yorkers.

“Incluya a miembros de la comunidad locales de larga data en la planificación/tratamiento de los problemas, especialmente de comunidades de bajos ingresos.”

– Residente de Riverdale, Bronx

“Include local, long-standing community members, especially from low-income communities, in addressing issues and as part of planning.” – Resident of Riverdale, Bronx

SHAPING THE FUTURE OF NYC

As we promoted the OneNYC survey, we had a call to action: “Help us shape the future of NYC.” We want to make sure that opportunity carries on. OneNYC 2050 is designed to not only set a path to a strong and fair city but to empower all New Yorkers to help create that city.

How can all of us, together, build a better future for New York? How would you like to get involved? This plan offers a few guides:

- **EACH ONENYC VOLUME ENDS** with a section titled “What You Can Do,” which suggests ways to get involved locally or globally.
- **THE A VIBRANT DEMOCRACY VOLUME** spells out strategies to amplify all New Yorkers’ voices, broaden participation, and promote human rights.
- **KEEP YOUR EYE OUT FOR UPCOMING EVENTS** and tools posted at nyc.gov/onenycc that will enable New Yorkers to act in support of OneNYC 2050.

WHAT WILL YOU DO TO BUILD A STRONG AND FAIR CITY?

THE STRATEGY



OUR HISTORY AND OUR FUTURE MEET IN THE PRESENT. THE CHOICES WE MAKE NOW TO CHART A NEW COURSE WILL DEFINE US FOR GENERATIONS TO COME.

If we don't choose wisely, New York City risks becoming a place where it is more difficult for all residents to live full and secure lives, and for their families to thrive. The vast majority of New Yorkers want to choose wisely in this critical moment. And they know the city is in the strongest position in generations — with the wealth, talent, resources, and determination — to succeed.

OneNYC 2050 is our long-term blueprint to transform New York City. It looks ahead 30 years into the middle of the 21st century and ambitious goals for what New York City should be in 2050, when a child in their Universal Pre-K classroom today will be in the workforce and possibly with a family of their own. What opportunities exist for them to build their lives and pursue their passions? What is the condition of their neighborhood, their city, their planet? OneNYC 2050 imagines the city we'd proudly pass on to the next generation and it identifies the essential actions we must take now to realize that ambition.

THIS STRATEGY IS BUILT ON 8 KEY INSIGHTS THAT REFLECT OUR CITY'S HISTORY AND THE STRENGTHS AND CHALLENGES OF THE PRESENT AND THE FUTURE:

1. An empowered public is imperative for the success of our democracy. Therefore, we must create **A VIBRANT DEMOCRACY** that welcomes newcomers and engages all New Yorkers in civic life.
2. Economic security and dignity are essential to overcoming long-standing inequities and creating a city where who you are doesn't determine your success. Therefore, we must build **AN INCLUSIVE ECONOMY** that attracts and grows good-paying jobs and guarantees fair wages and dignified work conditions.
3. Our lives are better and our social ties are stronger when New Yorkers feel secure in their communities. Therefore, we must support **THRIVING NEIGHBORHOODS** with safe, affordable housing and ample community resources.
4. Health care is a human right. Therefore, we must promote **HEALTHY LIVES** by guaranteeing access to quality health care and a healthy environment for all, regardless of neighborhood, income, race or ethnicity, or gender.
5. A quality education is an essential step to building a fulfilling life. Therefore, we must provide **EQUITY AND EXCELLENCE IN EDUCATION** with a focus on creating strong schools that reflect the diversity of thought, backgrounds, and experiences of the communities they serve.
6. Inaction on climate change will impact every corner of the city, with disproportionate harm to our most vulnerable residents. Therefore, we must secure **A LIVABLE CLIMATE** for the next generation with a just transition that ends our reliance on fossil fuels, fully prepares for the impacts of climate change, and achieves climate justice.
7. Access to affordable, reliable, safe, and sustainable transportation is central to New York's competitiveness and livability. Therefore, we must ensure **EFFICIENT MOBILITY** for all by restoring our subways and buses to world-class status so no New Yorker needs to rely on a car.
8. Resilient infrastructure is the foundation on which we build a strong and fair city. Therefore, we will invest in **MODERN INFRASTRUCTURE** that serves the needs of New Yorkers and creates the systems to better deliver that infrastructure.

THE PATH FORWARD

ONENYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES THAT COMPRIZE A STRATEGY TO PREPARE NEW YORK CITY FOR THE FUTURE. Each goal represents an aspiration for the city and offers initiatives for City leaders and the leaders that follow, and a model for our global peers. Separate volumes outline the context for each goal and strategic actions the City will pursue in the coming years.

IN 2050, NEW YORK CITY WILL HAVE:



A VIBRANT DEMOCRACY

WHERE EVERY NEW YORKER IS WELCOMED INTO THE CIVIC AND DEMOCRATIC LIFE OF THE CITY

Nationally and globally, renewed forces of exclusion — nationalism, anti-immigrant sentiment, and hate crimes — threaten the values and communities that make New York City a model of inclusion around the world, while declining trust in government and civic institutions weakens our cohesion as a city. To strengthen our local democracy, the City will reduce barriers to participation in civic life, expand voting rights, promote naturalization and expanded resources for immigrants, and address disparities across race and gender. We will ensure all New Yorkers are counted in the 2020 Census, educated in the foundations of the democratic process, equipped to combat misinformation, and able to influence their communities, while continuing to build our leadership in the global community.

BY BRINGING ALL NEW YORKERS INTO OUR CIVIC AND DEMOCRATIC LIFE, WE WILL REPAIR OUR STRAINED SOCIAL BONDS AND WORK TOGETHER TO SOLVE OUR SHARED CHALLENGES.

INITIATIVES:

1. EMPOWER ALL NEW YORKERS TO PARTICIPATE IN OUR DEMOCRACY
2. WELCOME NEW NEW YORKERS FROM AROUND THE WORLD AND INVOLVE THEM FULLY IN CIVIC LIFE
3. PROMOTE JUSTICE AND EQUAL RIGHTS, AND BUILD TRUST BETWEEN NEW YORKERS AND GOVERNMENT
4. PROMOTE DEMOCRACY AND CIVIC INNOVATION ON THE GLOBAL STAGE

AN INCLUSIVE ECONOMY

WHERE ECONOMIC GROWTH CREATES OPPORTUNITIES FOR ALL NEW YORKERS AND SAFEGUARDS THE AMERICAN DREAM

Despite a growing economy and record-low unemployment, many working New Yorkers remain economically insecure and face poor working conditions. The changing nature of work has increased job insecurity and widened the skills gap for quality jobs. To create economic opportunity for all New Yorkers, the City will attract and grow good-paying, accessible jobs by supporting critical growth sectors such as technology and the green economy, as well as small businesses. We will ensure workers are paid well, treated fairly, and have access to secure benefits; prepare workers for jobs of the future; promote economic democracy that benefits locally owned and operated businesses; and strengthen the City's long-term fiscal health.

BY PROMOTING INCLUSIVE GROWTH, WE WILL CORRECT HISTORICAL INEQUITIES AND ENSURE ALL NEW YORKERS BENEFIT FROM NEW YORK CITY'S ECONOMIC STRENGTH.

INITIATIVES:

5. GROW THE ECONOMY WITH GOOD-PAYING JOBS AND PREPARE NEW YORKERS TO FILL THEM
6. PROVIDE ECONOMIC SECURITY FOR ALL THROUGH FAIR WAGES AND EXPANDED BENEFITS
7. EXPAND THE VOICE, OWNERSHIP, AND DECISION-MAKING POWER OF WORKERS AND COMMUNITIES
8. STRENGTHEN THE CITY'S FISCAL HEALTH TO MEET CURRENT AND FUTURE NEEDS



THRIVING NEIGHBORHOODS

WHERE ALL COMMUNITIES HAVE SAFE, AFFORDABLE HOUSING AND ARE WELL SERVED BY PARKS AND CULTURE

As our population continues to grow, our neighborhoods face increasing unaffordability driven by a shortage of housing and parks, cultural spaces, and other community facilities in need of investment. To ensure our neighborhoods are able to thrive, the City will protect tenants from harassment and displacement, build and preserve affordable housing, and increase the supply of housing to bring down costs. To accommodate growth and address a history of unequal investment, the City will commit to safety and high-quality parks, cultural centers, and other community spaces in all communities, and double down on integrated place-based planning to create complete and thriving communities.

BY INVESTING IN OUR NEIGHBORHOODS EQUITABLY, WE WILL ENSURE NEW YORK CITY REMAINS A PLACE THAT PEOPLE OF ALL INCOMES AND BACKGROUNDS CAN CALL HOME.

INITIATIVES:

9. ENSURE ALL NEW YORKERS HAVE ACCESS TO SAFE, SECURE, AND AFFORDABLE HOUSING
10. ENSURE ALL NEW YORKERS HAVE ACCESS TO NEIGHBORHOOD OPEN SPACES AND CULTURAL RESOURCES
11. ADVANCE SHARED RESPONSIBILITY FOR COMMUNITY SAFETY AND PROMOTE NEIGHBORHOOD POLICING
12. PROMOTE PLACE-BASED COMMUNITY PLANNING AND STRATEGIES

HEALTHY LIVES

WHERE HEALTH INEQUITIES ARE ELIMINATED, AND ALL RESIDENTS HAVE AN EQUAL OPPORTUNITY TO THRIVE

While New Yorkers enjoy a longer life expectancy than residents of any other big city in America, there are major gaps in the health outcomes of different groups. These disparities fall closely along racial and ethnic lines, driven by a range of inequities in income, housing, and education. To eliminate health disparities, the City will continue to guarantee high-quality, affordable, accessible care for all New Yorkers, and promote equity by tackling the health needs of vulnerable communities. The City will make healthy choices easy and accessible to New Yorkers in all neighborhoods, and will protect our environment to support health, well-being, and environmental justice.

BY ACHIEVING HEALTH EQUITY AND ELIMINATING RACIAL DISPARITIES, WE WILL ENABLE ALL NEW YORKERS TO LEAD LONGER, FULLER LIVES AND ENJOY A HEALTHIER ENVIRONMENT.

INITIATIVES:

13. GUARANTEE HIGH-QUALITY, AFFORDABLE, AND ACCESSIBLE HEALTH CARE FOR ALL NEW YORKERS
14. ADVANCE EQUITY BY ADDRESSING THE HEALTH AND MENTAL HEALTH NEEDS OF ALL COMMUNITIES
15. MAKE HEALTHY LIFESTYLES EASIER IN ALL NEIGHBORHOODS
16. DESIGN A PHYSICAL ENVIRONMENT THAT CREATES THE CONDITIONS FOR HEALTH AND WELL-BEING

IN 2050, NEW YORK CITY WILL HAVE:



EQUITY & EXCELLENCE IN EDUCATION

WHERE SCHOOLS ARE DIVERSE AND FAIR, AND DELIVER HIGH-QUALITY EDUCATION TO CHILDREN OF ALL BACKGROUNDS

The legacy of segregation and devaluation — in funding and perceptions — of low-income communities of color has created stark inequities in New York City’s public school system. To eliminate gaps in educational outcomes, the City will increase investment in early childhood education — the foundation of success — by expanding 3-K for All and focusing on early literacy. We will upgrade our school buildings and ensure all students have access to algebra, computer science, and AP courses, as well as college-prep programs. And we will implement restorative practices, continue implicit-bias training, and increase the diversity and inclusiveness of our classrooms, so that all students have an equal opportunity to succeed.

BY CREATING DIVERSE AND FAIR SCHOOLS, WE WILL EMPOWER THE NEXT GENERATION OF NEW YORKERS TO SUPPORT THEIR FAMILIES, BECOME ACTIVE CITIZENS, AND PURSUE THEIR DREAMS.

INITIATIVES:

17. MAKE NEW YORK CITY A LEADING NATIONAL MODEL FOR EARLY CHILDHOOD EDUCATION
18. ADVANCE EQUITY IN K-12 OPPORTUNITY AND ACHIEVEMENT
19. INCREASE INTEGRATION, DIVERSITY, AND INCLUSION IN NEW YORK CITY SCHOOLS

A LIVABLE CLIMATE

WHERE WE ARE PREPARED FOR THE IMPACTS OF CLIMATE CHANGE, AND NO LONGER RELY ON FOSSIL FUELS

Climate change is real and poses an existential threat to humanity. The impacts are already being felt around the world and in our neighborhoods. To lead the global fight against climate change, the city will achieve carbon neutrality by electrifying the city, investing in clean electricity, making deep cuts in energy use, and promoting sustainable transportation. We will strengthen communities, buildings, infrastructure, and the waterfront in the face of climate change. We will divest City pension funds from fossil fuels, invest in climate solutions, and create green jobs in a new clean economy. And we will facilitate a just transition by ensuring the costs and benefits are shared equitably so no community is left behind.

BY TRANSITIONING TO A FUTURE THAT IS FREE FROM FOSSIL FUELS, WE WILL PROTECT NEW YORKERS AND BE A GLOBAL EXAMPLE, WHILE PREPARING FOR A CHANGING CLIMATE AND PURSUING ACCOUNTABILITY.

INITIATIVES:

20. ACHIEVE CARBON NEUTRALITY AND 100 PERCENT CLEAN ELECTRICITY
21. STRENGTHEN COMMUNITIES, BUILDINGS, INFRASTRUCTURE, AND THE WATERFRONT TO BE MORE RESILIENT
22. CREATE ECONOMIC OPPORTUNITIES FOR ALL NEW YORKERS THROUGH CLIMATE ACTION
23. FIGHT FOR CLIMATE ACCOUNTABILITY AND JUSTICE



EFFICIENT MOBILITY

WHERE RELIABLE, SAFE, AND SUSTAINABLE TRANSPORTATION OPTIONS MEAN NO NEW YORKER NEEDS TO RELY ON A CAR

Our transit system is in crisis due to decades of underinvestment and mismanagement. As service declines, those who can afford it are shifting to for-hire vehicles or buying their own car to get around, thereby increasing street traffic. Those who can't find alternatives are stuck on slow and unreliable transit. To guarantee all New Yorkers have access to safe and affordable mobility, the City will invest in and advocate for major upgrades to our bus, subway, bike, and road networks, while reducing gridlock through a fair congestion pricing program and tougher enforcement. We will eliminate traffic and pedestrian fatalities, and fight for effective regional transportation and freight mobility.

BY CREATING AN EFFICIENT TRANSPORTATION NETWORK, WE WILL ENSURE ALL NEW YORKERS ARE ABLE TO GET AROUND SAFELY AND AFFORDABLY, RETURNING HOURS TO THEIR LIVES WHILE COMBATING CLIMATE CHANGE.

INITIATIVES:

24. MODERNIZE NEW YORK CITY'S MASS TRANSIT NETWORKS
25. ENSURE NEW YORK CITY'S STREETS ARE SAFE AND ACCESSIBLE
26. REDUCE CONGESTION AND EMISSIONS
27. STRENGTHEN CONNECTIONS TO THE REGION AND THE WORLD

MODERN INFRASTRUCTURE

WHERE RELIABLE PHYSICAL AND DIGITAL INFRASTRUCTURE ALLOWS NEW YORKERS TO FLOURISH FOR DECADES

New York City's critical infrastructure is essential to the smooth functioning of both the city and the local and regional economy. Yet much of this infrastructure is in need of investment. Inequitable access to digital infrastructure restricts economic mobility. To meet the needs of a growing city, we will make forward-looking investments in core physical infrastructure, emergency management, and hazard mitigation. The City will invest in digital infrastructure to support connectivity for all New Yorkers, and we will support modern best practices for maintaining and delivering infrastructure to make sure public dollars are spent wisely and have the broadest impact.

BY UPGRADING OUR INFRASTRUCTURE AND LEVERAGING TECHNOLOGY, WE WILL ENSURE THE SAFE AND RELIABLE OPERATION OF THE SYSTEMS THAT KEEP OUR CITY RUNNING AND HELP REDUCE THE DIGITAL DIVIDE.

INITIATIVES:

28. MAKE FORWARD-THINKING INVESTMENTS IN CORE PHYSICAL INFRASTRUCTURE AND HAZARD MITIGATION
29. IMPROVE DIGITAL INFRASTRUCTURE TO MEET THE NEEDS OF THE 21ST CENTURY
30. IMPLEMENT BEST PRACTICES FOR ASSET MAINTENANCE AND CAPITAL PROJECT DELIVERY

THE VALUES OF OneNYC 2050

In 2015, Mayor de Blasio fundamentally reframed how the City thinks about long-term planning when he said the City must “make sure that as we build a stronger, more sustainable, and more resilient city, we are also creating a more equitable one.” This statement is the starting point for thinking about how to address the challenges facing New York City, and informs the five values that are woven throughout OneNYC 2050:

EQUITY

Equity is the bedrock of our future vision for New York City. New Yorkers deserve fair pay and benefits, opportunities for economic advancement, and a secure retirement. Children from all neighborhoods are entitled to a quality education and a chance to pursue their dreams. No New Yorker should face higher health risks or lower life expectancy because of where they live. All communities should be safe, and all residents treated with dignity and respect no matter their gender or race. And all New Yorkers should have a voice in our city's future.

GROWTH

Growth is essential to creating a strong and fair city. A growing population supports diversity and injects new energy into our neighborhoods. A growing economy supports new jobs and provides tax revenue to fund schools, transit, and other public services. Growth keeps New York City competitive with peer cities around the world. But at a time of rising housing costs and economic uncertainty, growth alone is not enough. As we grow, we must ensure our neighborhoods remain livable and affordable, and that all New Yorkers benefit — not just the few.

SUSTAINABILITY

Sustainability is how New York City secures our future. With the world’s largest subway, and dense, walkable neighborhoods, New Yorkers have long left a lighter environmental footprint than other Americans — but we need to go much further to preserve our way of life. We need to eliminate our contributions to climate-change-causing GHG emissions, and build neighborhoods and infrastructure that support sustainable lifestyles and consumption, while creating economic opportunity for all.

RESILIENCY

Resiliency is both a defining feature of New Yorkers and a necessity as we face an increasingly uncertain future. New York City has faced and overcome catastrophic disasters, from 9/11 to Hurricane Sandy, and emerged stronger through the strength and resolve of our people. Now more than ever we need to ready our neighborhoods, economy, and public services to withstand the impacts of climate change and other 21st century threats — from cyber threats to public health epidemics — and emerge stronger.

DIVERSITY & INCLUSION

Diversity & Inclusion defines who we are as a city. For centuries, New York City has welcomed people from all cultures, religions, and identities. New Yorkers take pride in the incredibly diverse mix of people we encounter every day. Our city is strongest when we celebrate our diversity and aim to create a city where people from all backgrounds can find their way and contribute to their communities and city.

*We will build
a strong and
fair city.
We will be
OneNYC.
Join us.*



MAYOR DE BLASIO CELEBRATES THE RELEASE OF ONENYC IN 2015.

AP/Seth Wenig

STRATEGIC PLANNING IN NEW YORK CITY

In 2007, New York City released *PlaNYC 2030*, a successful effort to bring sustainability planning to New York City and confront the challenges of the time: namely economic and population growth and their impacts on infrastructure. In 2013, the devastation of Hurricane Sandy led to the creation of a first-ever resiliency plan to prepare for the growing risks of climate change.

With *OneNYC: The Plan for a Strong and Just City* in 2015, Mayor de Blasio expanded on this foundation, broadening the City's thinking about strategic threats and articulating equity as a strategic goal for the first time. It is in this context that we offer *OneNYC 2050* to define our future and chart a course to get there. *OneNYC 2050* takes a global perspective on the long-term needs of the city and how we must grow responsibly and sustainably while supporting the well-being of all New Yorkers.

OneNYC is a major component of the tool kit that guides the City's long-term strategy, complementing the Ten-Year Capital Strategy, annual socioeconomic reports, Citywide Statements of Needs, Comprehensive Waterfront Plan, and other strategic plans on specific topics. Collectively, with OneNYC, these plans represent a comprehensive strategy to tackle the challenges of today, and secure a strong and fair future for New Yorkers.

"I believe fundamentally you can't have environmental sustainability without economic sustainability. Nor can you have economic sustainability without environmental sustainability. One alone doesn't build a strong future."

- Mayor Bill de Blasio
April 2015

ACHIEVING THE OneNYC VISION

TO TRACK NEW YORK CITY'S OVERALL PROGRESS, ONENYC 2050 ESTABLISHES 10 INDICATORS THAT, COLLECTIVELY, REPRESENT A STRONG AND FAIR CITY. The indicators include several featured in the original OneNYC that remain our guideposts. Others step up earlier targets and set higher goals to reflect the growing urgency of the work we need to do. Finally, several indicators acknowledge new challenges and a renewed vision for what a successful, fair city looks like.

The indicators intentionally cut across challenges, goals, and the work of any one agency to reflect the interconnectedness of the actions required to achieve the OneNYC 2050 vision. The City will track and publish these indicators every year to assess our progress and course-correct as needed. We invite New Yorkers to hold us accountable.

INDICATOR	LATEST DATA	TARGET
VOTER TURNOUT RATE IN LOCAL ELECTIONS	21.5% (2017)	INCREASE
TOTAL JOBS	4.5M (2018)	INCREASE
NEW YORKERS LIFTED OUT OF OR NEAR POVERTY (since 2014)	236,500 (2017)	800,000 BY 2050
SHARE OF LOW-INCOME RENTER HOUSEHOLDS THAT ARE SEVERELY RENT BURDENED	49.9% (2017)	DECREASE
EARNINGS DISPARITY BY RACE (median household earnings of white households divided by median household earnings of black, Hispanic, Asian, or other race households)	2.0X (2017)	DECREASE
PREMATURE MORTALITY RATE	189.4 DEATHS PER 100,000 (2016)	DECREASE 25% BY 2040
AIR QUALITY (as measured by 3-year average fine particles, PM _{2.5})	7.85 µG/M ³ (2017)	DECREASE
NEW YORKERS WHO GRADUATE HIGH SCHOOL ON TIME	76% (2018)	84% BY 2026
GREENHOUSE GAS EMISSIONS ELIMINATED, REDUCED, OR OFFSET (COMPARED WITH 2005 LEVELS)	17% (2017)	100% BY 2050
SHARE OF NEW YORK CITY TRIPS BY SUSTAINABLE MODE (WALKING, BIKING, MASS TRANSIT)	68% (2017)	80% BY 2050

IN ADDITION TO THESE PRIMARY INDICATORS, each of the 30 OneNYC 2050 initiatives includes a set of secondary indicators to measure success. For a complete list of OneNYC indicators, including progress on past plans, visit nyc.gov/oneny.

To complement these targets, New York City is also exploring methods to measure overall quality of life in the city — the ultimate metric of success for building a future that serves all New Yorkers.



ALIGNING WITH THE SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) are the global blueprint adopted by all countries at the United Nations to achieve a better and more sustainable future for all. The 17 SDGs recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth — all while tackling climate change and working to preserve our oceans and forests.

With OneNYC, New York City was the first city to map our local strategy to the SDGs and to submit a Voluntary Local Review to the United Nations. The Voluntary Local Review monitors New York's advancement toward the goals, identifies areas where we can learn from others, and addresses remaining challenges. By demonstrating directly in our strategy how OneNYC aligns with the SDGs, we strengthen our efforts to build a strong and fair city and deepen the city diplomacy that makes New York City a leader on the world stage.

In OneNYC 2050, SDG symbols appear in each volume to demonstrate how New York City's initiatives align with and advance our progress towards achieving the goals. These goals are outlined at right.

Learn more about the SDGs online at sustainabledevelopment.un.org/sdgs

ACTION PLANS

Implementing the 30 initiatives outlined in OneNYC 2050 will require coordination across all City agencies and offices, as well as private and nonprofit partners, global peers, and New Yorkers. Formal responsibilities for specific initiatives are spelled out at the end of each volume in a section titled “The Path Forward.”



NEW YORK CITY CAN'T DO THIS ALONE

Throughout OneNYC 2050, there is a clear theme of New York City stepping up as the federal government falls down on the job. But we cannot afford federal failure if we are to fully meet the challenges facing our City. A robust federal response to the challenges of our day is not just important, it is essential. Historically, while Members of Congress representing New York City have led the fight to improve this situation, others in Washington refuse to deal with the problems facing our city and country, leaving us where we are today.

THE INVESTMENTS IN FIGHTING CLIMATE CHANGE THAT THE GREEN NEW DEAL DEMANDS:

DEMANDS: The world faces an existential threat from climate change. Every time those in Washington who understand this reality make a step forward, others find a way to force us back. As Washington pulled out of the Paris Climate Agreement, New York City served as a model for cities to keep the commitment. We need a national commitment out of Washington, like the Green New Deal demands, to invest in combating climate change, build a carbon-free electricity grid powered fully by clean energy, retrofit our buildings to make them more energy efficient, and transition away from reliance on fossil fuels for our transportation needs. These actions are essential to averting the worst threats of climate change for New Yorkers.

INVEST IN NEW YORK CITY'S INFRASTRUCTURE:

INFRASTRUCTURE: The American Society of Civil Engineers gives U.S. infrastructure a D+ grade. This problem did not develop overnight, it's due to decades of federal underinvestment in infrastructure. We need a national infrastructure strategy to become a stronger, safer, more accessible City, with investments in mass transit, freight, high-speed rail, bridges, tunnels, highways, broadband and housing. We need renewed investment in water and power infrastructure to secure a 100 percent renewable energy future and a just transition for communities disproportionately impacted by climate change. We need the federal government to keep its commitment to build the Gateway tunnels — helping to create jobs and improve New York City's economy.

CREATING A FAIRER SOCIETY: The economy is changing and working class people are being left behind. New Yorkers are working longer hours than ever but don't see the wealth that they help create. We need change in order to avert the concentration of wealth in the 1 percent, and the first step is repealing the portion of the 2017 tax cuts that benefited big corporations and the rich. We can put these funds to better use – investing in infrastructure, education, and services to help those most in need. Then we need a national recommitment to supporting and protecting workers, with a higher minimum wage, paid sick leave, paid family leave, and other protections for

workers. We must strengthen the right of all workers to organize and collectively bargain, and we must create real economic opportunity through support for college, job training, and access to capital for starting businesses. If the federal government won't step up then New York City will have to step in. Because we can't do it with one hand tied behind our back, the cap on the State and local tax deduction must be eliminated.

A COMPREHENSIVE RESILIENCY AGENDA:

Washington's approach to resiliency is completely backwards, only providing resources after devastating events like Hurricane Sandy, instead of protecting communities from increasingly dangerous natural disasters before they strike. We need a change – a national commitment to resiliency and disaster preparation, with proactive infrastructure investment for coastal protections, increased funding for disaster relief, catastrophe insurance, and funds for states and localities to prepare, respond, repair, and rebuild.

COMPREHENSIVE IMMIGRATION REFORM: Less than a decade ago, comprehensive immigration reform seemed within reach, but a few in Washington have repeatedly blocked action, leaving us with a system that is now being exploited to spread fear and chaos in our cities. These cruel and unjust policies do not reflect New York City's values. Immigrants also contribute to our economic success, including providing over \$2 billion to the GDP in our city, and we must find a way to legally grow, not halt, this impact. We need a change – real and comprehensive immigration reform. Let's start by passing H.R. 6 - The American Dream and Promise Act.

Fiscal support from the federal government has declined significantly since the 1980s.

READ MORE ON PAGE 21.

NATIONAL INVESTMENT IN AFFORDABLE HOUSING:

Thanks to years of neglect from Washington we face an affordability crisis in New York City. Instead of proposing new rules that make it harder on the poorest New Yorkers, Washington should be investing in creating new affordable housing and expanding the Section 8 program. Instead of the decades of disinvestment in public housing, the federal government should provide the resources to preserve these vital public assets, and help fund capital needs at NYCHA, including the gap in its physical needs assessment. Instead of ignoring protections to ensure fair housing, Washington should work night and day to prevent discrimination in housing policy.

A COMMITMENT TO EARLY CHILDHOOD EDUCATION:

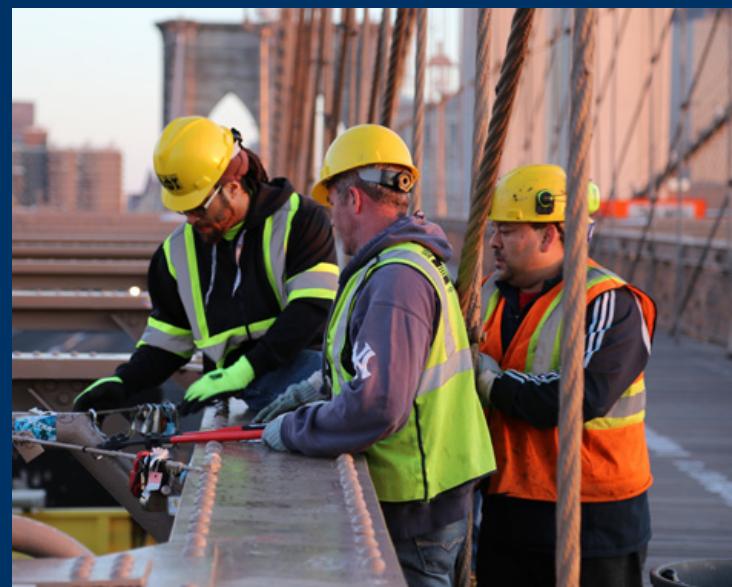
New York City is leading the country on early childhood education, demonstrating that Pre-K and 3-K are vital to ensuring that all children have the strong educational foundation they need to succeed. Studies have found that students who attend two years of preschool are better prepared for kindergarten and perform significantly higher on academic and social outcome measures compared to children who attend only one year. We cannot reach the full potential without support from the federal government. We need a federal government that believes in the importance of investing in the next generation of New Yorkers and recognizes that a strong public education is a cornerstone of our democracy. We need to increase Head Start funding, and we need federal resources to continue to support Pre-K for All and to expand 3K for All across the city.

FIXING OUR BROKEN DEMOCRACY:

New York City has recently made great strides on campaign finance reform, helping to restore faith in our democratic processes. But Washington must reform campaign finance laws at a national level and begin the process to reverse the Citizens United decision and eliminate the Electoral College. We must make it easier to vote, so that no one is denied their right to participate because of long lines or language barriers. Washington must fully fund the 2020 Census and remove the citizenship question so that we can ensure an accurate, fair and orderly count and make sure New York City gets its fair share of federal resources and representation.

GUARANTEED HEALTH CARE AND MENTAL HEALTH CARE FOR ALL:

Washington made great progress in improving the lives of millions of Americans when it passed the Affordable Care Act. Yet almost immediately opponents went to work trying to delay, repeal and sabotage the bill. Washington needs to strengthen, not undermine, the ACA, and then must work to quickly establish a truly universal healthcare system. In the absence of federal action, New York City is filling the gap with NYC Care, but Washington must be held accountable for ensuring that all New Yorkers have access to quality healthcare. New York City has made huge progress in addressing the mental health needs of New Yorkers through Thrive NYC, but we need federal support to fully confront the scourge and stigma of mental health concerns that affect 20 percent of our population. Passing the Excellence in Mental Health and Addiction Treatment Expansion Act and the Comprehensive Addiction Resources Emergency Act would help set us on the right path.



APPENDIX



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GLOSSARY

ACRONYM	NAME	ACRONYM	NAME
CCHR	CITY COMMISSION ON HUMAN RIGHTS	IA	MAYOR'S OFFICE FOR INTERNATIONAL AFFAIRS
CDO	CHIEF DEMOCRACY OFFICER	IGA	MAYOR'S OFFICE OF INTERGOVERNMENTAL AFFAIRS
CECM	OFFICE OF CITYWIDE EVENT COORDINATION AND MANAGEMENT	LAW	LAW DEPARTMENT
CGE	COMMISSION ON GENDER EQUITY	M/WBE	OFFICE OF MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISE
CPP	CLIMATE POLICY & PROGRAMS	MOCJ	MAYOR'S OFFICE OF CRIMINAL JUSTICE
CUNY	CITY UNIVERSITY OF NEW YORK	MOCS	MAYOR'S OFFICE OF CONTRACT SERVICES
DCAS	DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES	MOCTO	MAYOR'S OFFICE OF THE CHIEF TECHNOLOGY OFFICER
DCP	DEPARTMENT OF CITY PLANNING	MOFP	MAYOR'S OFFICE OF FOOD POLICY
DCWP	DEPARTMENT OF CONSUMER AND WORKER PROTECTION	MOIA	MAYOR'S OFFICE FOR IMMIGRANT AFFAIRS
DDC	DEPARTMENT OF DESIGN AND CONSTRUCTION	MOS	MAYOR'S OFFICE OF SUSTAINABILITY
DEP	DEPARTMENT OF ENVIRONMENTAL PROTECTION	MTA	METROPOLITAN TRANSPORTATION AUTHORITY
DHS	DEPARTMENT OF HOMELESS SERVICES	NYC3	NEW YORK CITY CYBER COMMAND
DCLA	DEPARTMENT OF CULTURAL AFFAIRS	NYCHA	NEW YORK CITY HOUSING AUTHORITY
DOE	DEPARTMENT OF EDUCATION	NYCEM	NEW YORK CITY EMERGENCY MANAGEMENT
DOF	DEPARTMENT OF FINANCE	NYPD	NEW YORK POLICE DEPARTMENT
DOHMH	DEPARTMENT OF HEALTH AND MENTAL HYGIENE	OMB	OFFICE OF MANAGEMENT AND BUDGET
DOITT	DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS	OPGV	MAYOR'S OFFICE TO PREVENT GUN VIOLENCE
DOT	DEPARTMENT OF TRANSPORTATION	OPPORTUNITY	MAYOR'S OFFICE FOR ECONOMIC OPPORTUNITY
DSNY	DEPARTMENT OF SANITATION	PARKS	DEPARTMENT OF PARKS AND RECREATION
DYCD	DEPARTMENT OF YOUTH & COMMUNITY DEVELOPMENT	SBS	SMALL BUSINESS SERVICES
EDC	ECONOMIC DEVELOPMENT CORPORATION	SCA	SCHOOL CONSTRUCTION AUTHORITY
H+H	HEALTH + HOSPITALS	TLC	TAXI AND LIMOUSINE COMMISSION
HPD	HOUSING PRESERVATION AND DEVELOPMENT	WKDEV	OFFICE OF WORKFORCE DEVELOPMENT
HRA	HUMAN RESOURCES ADMINISTRATION		

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WHAT YOU CAN DO

ACHIEVING OneNYC WILL REQUIRE COORDINATION AMONG ALL CITY AGENCIES AND OFFICES, THOUSANDS OF PRIVATE AND NONPROFIT PARTNERS, MILLIONS OF NEW YORKERS, AND PARTNERS FROM AROUND THE WORLD.

Formal responsibilities for specific initiatives are spelled out in sections titled “The Path Forward,” at the end of each volume.

In many cases, achieving the ambitious goals set out in OneNYC will require the collective action of New Yorkers. OneNYC sets the stage for an ongoing, inclusive action campaign that engages New Yorkers to collaborate and take action.

For more information on how to get involved, see “How New Yorkers Shaped OneNYC 2050” (p. 38) and the “What You Can Do” section at the conclusion of each volume, or visit nyc.gov/onenyc.

OneNYC

Learn more about how we are building a strong and fair city: NYC.GOV/OneNYC



Join the conversation on social media and tag us at **#OneNYC**

