

OneNYC 2050

BUILDING A STRONG AND FAIR CITY

EFFICIENT MOBILITY

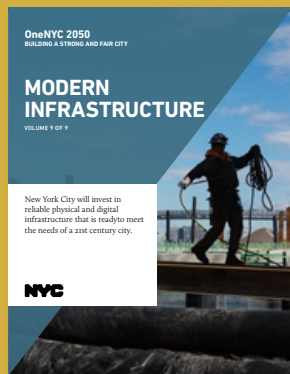
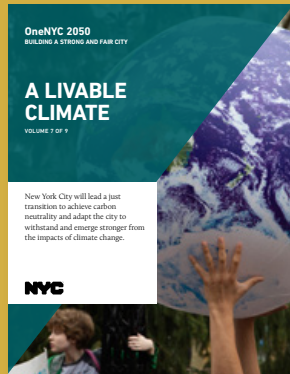
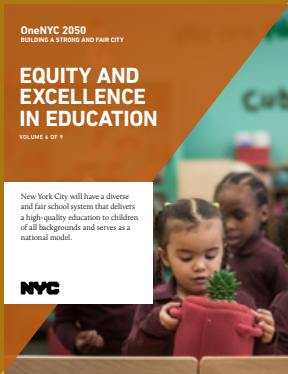
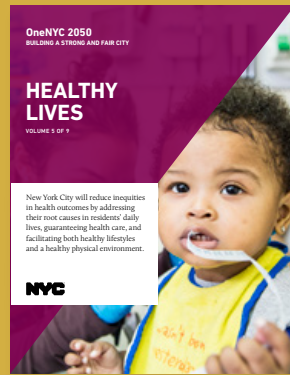
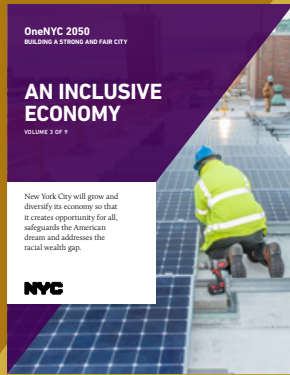
VOLUME 8 OF 9

New York City will enable reliable, safe, and sustainable transportation options so that no New Yorker needs to rely on a car.

NYC



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.



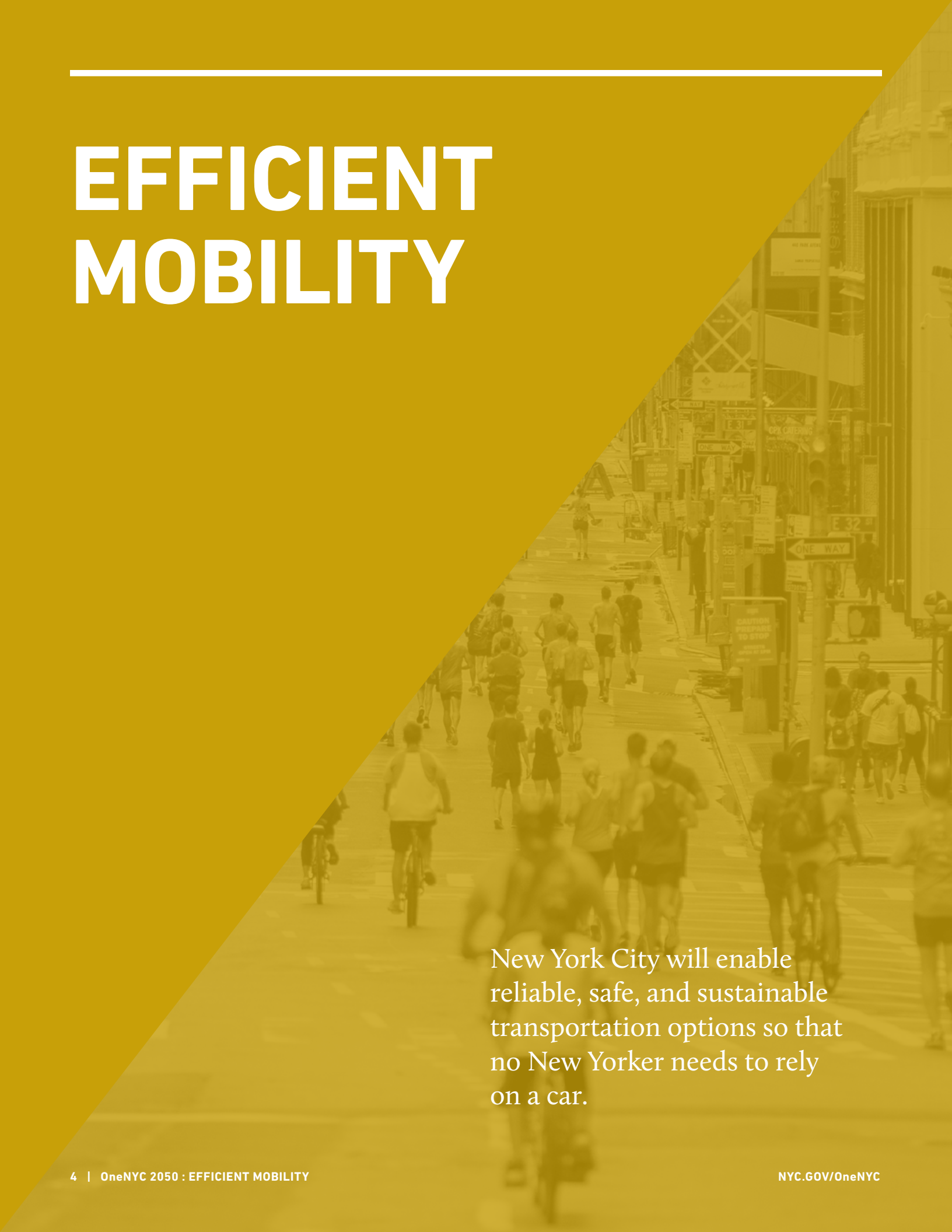
Learn more about how we are building a strong and fair city:
[NYC.GOV/OneNYC](https://nyc.gov/onenyc)

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

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
AN INCLUSIVE ECONOMY	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	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	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
EQUITY AND EXCELLENCE IN EDUCATION	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
	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
EFFICIENT MOBILITY	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	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

EFFICIENT MOBILITY



New York City will enable reliable, safe, and sustainable transportation options so that no New Yorker needs to rely on a car.

EVERY DAY, MILLIONS OF NEW YORKERS ARE ON THE MOVE—COMMUTING TO THEIR JOBS, DROPPING KIDS OFF AT SCHOOL, VISITING FAMILY AND FRIENDS, OR RACING TO THE AIRPORT TO CATCH A FLIGHT.

The ways we get around town are familiar: we walk or take a bus, hop on the subway, or grab a cab. Increasingly, we are also biking, taking ferries, and using apps to hail taxis and for-hire vehicles. We also drive when necessary.

While never perfect, transportation in the city has always gotten us where we needed to go. Over the past few years, however, things have changed. Even though New Yorkers have more

transportation options than ever before, getting to a doctor’s appointment, work, or a ball game on time has become more difficult, and frustrating. The subways are frequently delayed, overcrowded, and unreliable. Buses get stuck in congested streets, and car and truck traffic is harmful to our neighborhoods. At the same time, more of us are competing for the same amount of space on sidewalks.

To meet the demands of a growing population and a thriving economy, it is urgent that we invest in and better manage our neglected transportation infrastructure. Public transit must be made reliable, and our roads, bridges, tunnels, and airports modernized. We must also invest in sustainable transportation modes such as walking, biking, and mass transit, and encourage a citywide transition to sustainable fuels. We will work toward creating a safe, affordable, energy efficient transportation system worthy of a global city in the 21st century.

INDICATORS

NEW YORK CITY WILL MEASURE PROGRESS BY TRACKING THE FOLLOWING INDICATORS:

INDICATOR	LATEST DATA	TARGET
SHARE OF NEW YORK CITY TRIPS BY SUSTAINABLE MODES (WALKING, BIKING, MASS TRANSIT)	68% (2017)	80% BY 2050
AVERAGE CITYWIDE BUS SPEEDS	8.0 MPH (2018)	10.0 MPH BY END OF 2020
TRAFFIC FATALITIES	202 (2018)	0 FATALITIES
NEW YORKERS THAT LIVE WITHIN 1/4 MILE OF THE BIKE NETWORK	80% (2016)	90% BY 2022
VEHICLE REGISTRATIONS IN NEW YORK CITY	2,189,374 (2017)	DECREASE

CONTEXT

NEW YORK CITY'S VAST TRANSIT SYSTEM, COUPLED WITH THE CITY'S DENSITY, HAS ENABLED OUR SUSTAINED GROWTH, ADVANCED HEALTH EQUITY, AND ALLOWED US TO MAINTAIN A SMALLER PER CAPITA CARBON FOOTPRINT THAN ANY OTHER BIG CITY IN THE UNITED STATES. However, the declining reliability of our subways and bus systems poses serious threats to a city existentially reliant on public transit. As more than half of New Yorkers get to work using transit, delays and disruptions can cascade across the city. Over the past five years, subway delays have almost tripled, deteriorating on-time performance. Over the same time period, ridership has decreased, particularly on weekends, even though the population and economy are growing. While new revenues sources identified in the State budget help address gaps in the Metropolitan Transportation Authority's (MTA) capital program, sustainable long-term funding will always be needed.



The Sustainable Development Goals (SDGs) are the global blueprint adopted by the United Nations to achieve a better and more sustainable future for all, encompassing strategies to end poverty, improve health and education, reduce inequality, spur economic growth, and tackle climate change. By integrating our efforts to achieve the SDGs directly into OneNYC, we strengthen our efforts to build a strong and fair city. Our goal to achieve Efficient Mobility supports the following SDGs:

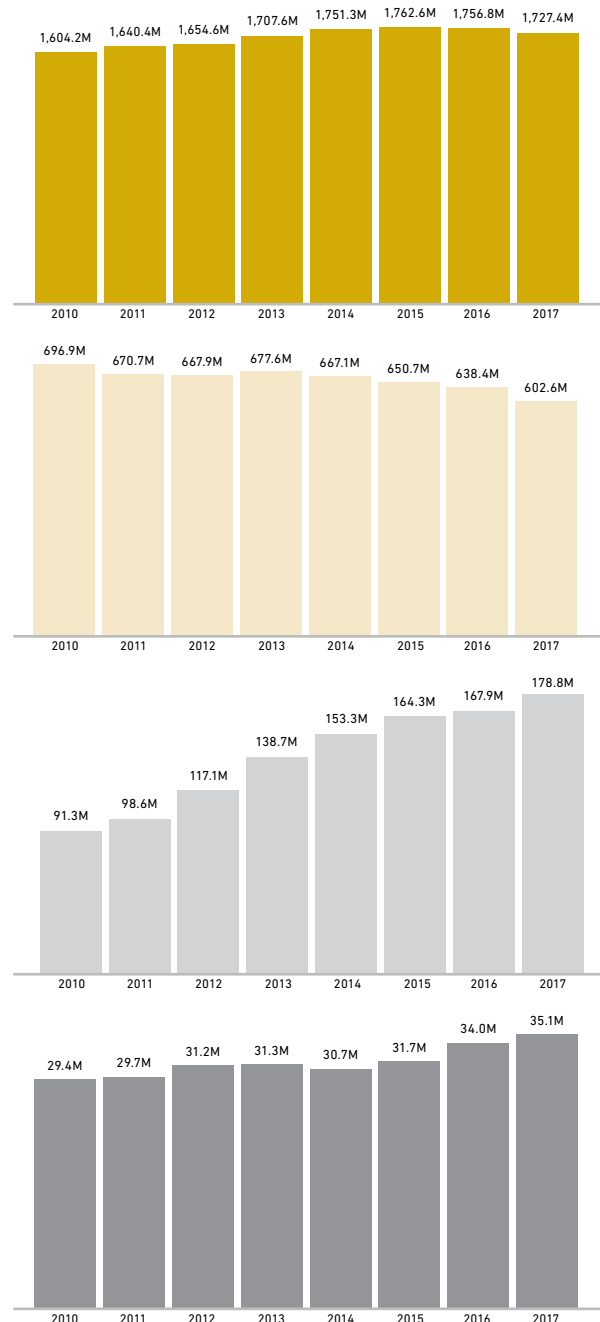


Learn more about the SDGs online at sustainabledevelopment.un.org/sdgs

Subway and bus ridership have decreased since 2015, while ferry and cycling show growth amidst City investment.

Source: MTA, DOT
Ferry ridership is measured by fiscal year, other modes by calendar year

TRIPS BY MODE



Technology and new transportation options are transforming how we get around the city, and will continue to do so. While autonomous vehicle technology is still nascent, its potential future deployment could have impacts on the city. We must ensure that it serves residents equitably, helps achieve Vision Zero goals, and accounts for its impacts to communities, workers, and infrastructure. Already, app-based for-hire vehicles (FHVs) have attracted significant numbers of riders away from subways and buses. They have also contributed to increased congestion, especially in Manhattan below 60th Street, where travel speeds have fallen by more than 20 percent since 2010.

Slowed by congestion, buses have seen ridership decrease to below 2010 levels. Between 2016 and 2017, annual bus ridership decreased by almost 40 million rides, while for-hire car trips increased by nearly 40 million. The City has worked with the MTA to improve bus service on the busiest routes, doubling the pace of Select Bus Service routes since 2015. But given these challenging underlying conditions on the streets, the City must continue to expand and improve bus service.

With New York City's population projected to exceed 9 million by 2050, and with capacity already stretched thin on congested roads and subways, we must prioritize and invest in efficient and sustainable transportation modes: biking, walking, and mass transit. By doing so, we will be able to reduce greenhouse gas (GHG) emissions, support sustainable growth, and achieve the ambitious goal we set in 2015 to have 80 percent of all trips in the city taken by sustainable modes by 2050. The city will prioritize sustainable modes in the planning and design of the built environment, and help make them the default choice in New York City so no one needs to rely on a car.



PEDESTRIANS, BUS USERS, SUBWAY RIDERS, AND A BICYCLIST IN MORNINGSIDE HEIGHTS, MANHATTAN.



WHAT WE HEARD FROM NEW YORKERS

APPROXIMATELY 57 PERCENT OF THE MORE THAN 14,000 RESPONDENTS TO OUR CITYWIDE SURVEY CITED TRANSPORTATION-RELATED CONCERNS AS AMONG THE CITY'S MOST PRESSING NEEDS.

In particular, many were concerned about the reliability and efficiency of the MTA subway system, along with the need to improve the speed and frequency of bus routes, support mass transit, and reduce congestion.

Others cited the need to make our streets safer and transportation more accessible. One respondent recommended "limiting free parking, encouraging cycling, and making driving more expensive." Another suggested, "The subway and bus system should be updated with a tap system, permanent cards, and a mobile pay app."

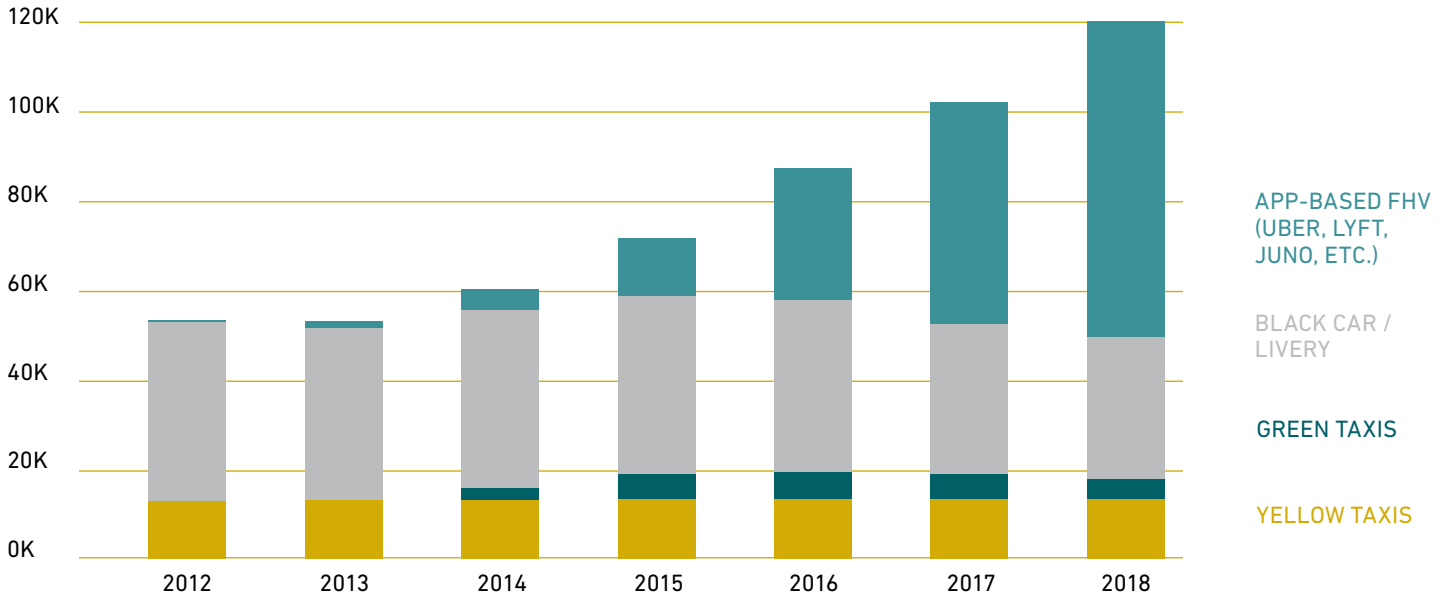
In addition, during a February 2019 discussion with more than 50 New York City small business owners, we heard a need for new strategies to reduce congestion and better manage curb space given the competing demand from private vehicles, delivery companies, for-hire vehicles, cyclists, pedestrians, and buses, including through technology and new regulations that create priority zones.

The number of app-based FHV's licensed by TLC has increased dramatically since their introduction in 2012.

TAXIS AND FOR-HIRE VEHICLES LICENSED BY NEW YORK CITY

Sources: TLC

App-Based FHV's are those affiliated with TLC-licensed bases owned by four largest companies by trip volume.



PROGRESS

WE HAVE MADE PROGRESS OVER THE PAST YEARS TO IMPROVE THE CITY'S TRANSPORTATION NETWORK. VISION ZERO, THE CITY'S INITIATIVE TO ELIMINATE TRAFFIC FATALITIES AND SERIOUS INJURIES, HAS REDUCED THE ANNUAL DEATH TOLL TO ITS LOWEST LEVEL SINCE 1910.

Investments through Vision Zero have improved our quality of life by making city streets more navigable and pleasant places to be. We have expanded the bicycle network, adding 244 miles of bike lanes—including 77 miles of protected lanes—since 2015. With new infrastructure and the dramatic expansion of bike share, daily bicycle trips rose to nearly half a million by 2017—three times more than in 2000.

Since 2015, the usage of app-based FHV's and ferries has increased. New FHV services have provided improved transportation options, especially in outer borough neighborhoods, but have disrupted traditional taxi services and exacerbated congestion. The City is taking steps to improve regulation of the FHV industry to maximize benefits while minimizing adverse impacts. NYC Ferry offers a new option to the transportation network, cutting travel times from many parts of the City, while connecting more New Yorkers to the waterfront. Since its launch in 2017, NYC Ferry has served close to eight million riders and will expand with new routes and stops.

The City does not control the subways but does manage the streets on which the buses run. Since 2015, in partnership with the MTA, the City upgraded nine corridors to Select Bus Service (SBS). To date, SBS has improved service and shortened travel times for about 300,000 daily riders. Further efforts are underway to optimize and expand the bus network and to use enforcement measures to increase the priority of buses on City streets. At the same time, the state budget enacted new revenue sources which will allow the authority to make needed upgrades and improve service and accessibility across the system.

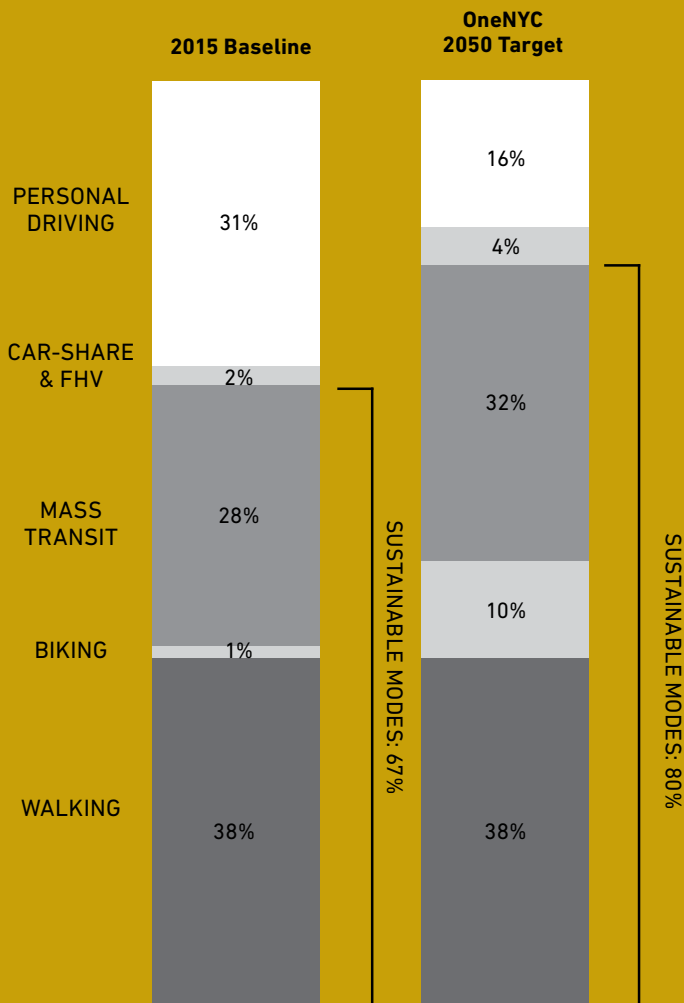
WHAT WE WILL DO

ONENYC 2050 WILL PRIORITIZE EXPANDING SUSTAINABLE TRANSPORTATION MODES—PUBLIC TRANSIT, WALKING, AND BICYCLING—TO LIMIT GHG EMISSIONS THAT CONTRIBUTE TO CLIMATE CHANGE. We will continue efforts to eliminate traffic injuries and fatalities and foster a livable streetscape in all our neighborhoods. We will reduce traffic congestion, increase bus performance, modernize our subway system, and improve connections to the region and world—because an efficient transportation network values reliability, accessibility, safety, and sustainability, and enables us to embrace our status as a city in which New Yorkers do not need to rely on a car.

WHAT WE MEAN BY SUSTAINABLE MODE SHARE

NEW YORK CITY WILL MEASURE its progress toward its efficient mobility goals by tracking the sustainable mode share of transportation: the percentage of New Yorkers walking, biking, and using transit to get around the City. By 2015, our city already had the highest proportion of trips made by sustainable mode of any large U.S. city: 67 percent of all trips. But to reach our

congestion-mitigation, safety, health, and sustainability goals, we must chart a new future and reach 80 percent sustainable mode share by 2050. OneNYC 2050 reflects New York City’s commitment, in the “Roadmap to 80x50” to a safe, sustainable transportation future. The plan prioritizes walkability, safe streets, and improved public transit.





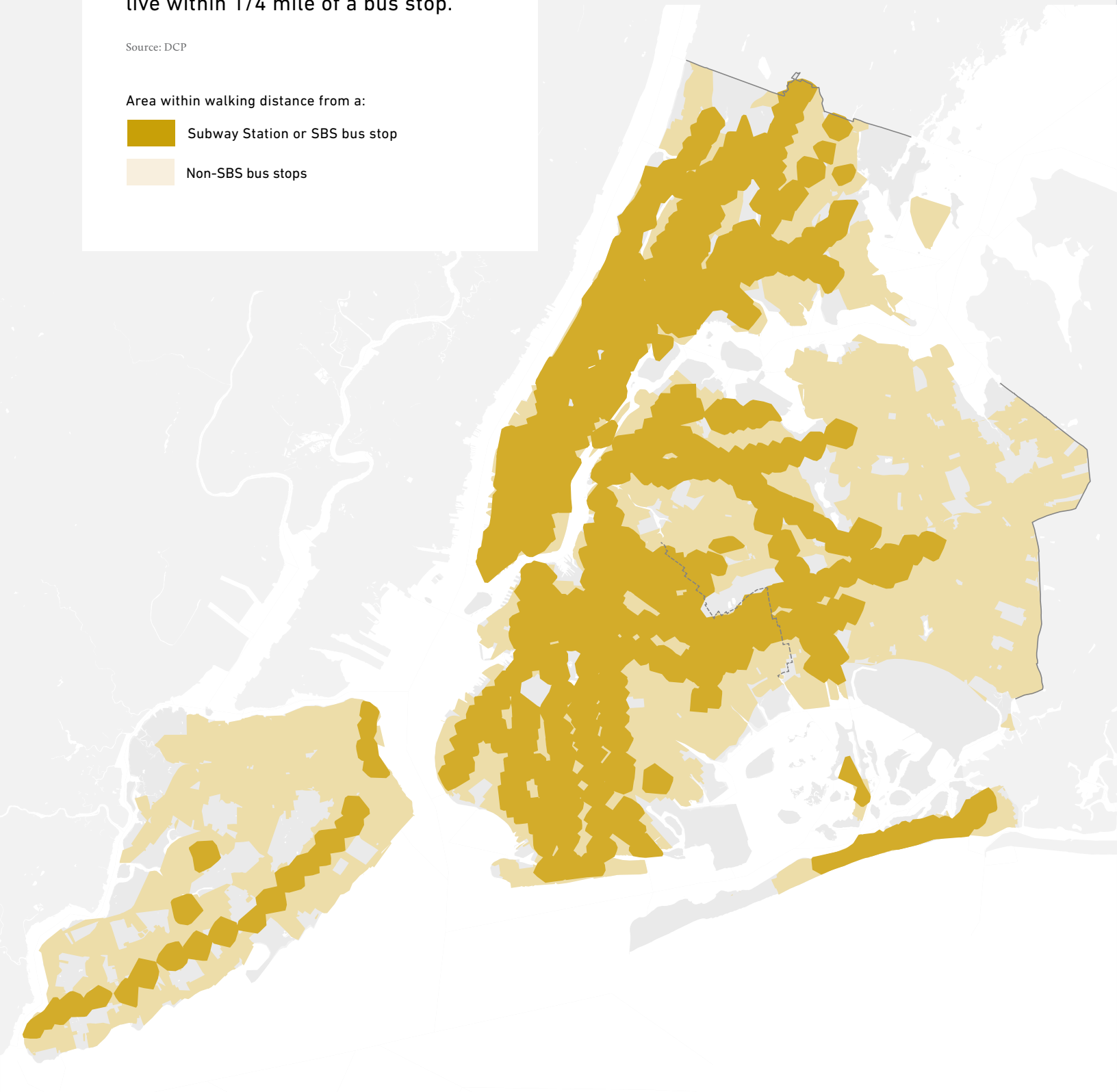
OneNYC reflects New York City’s commitment to a safe, sustainable transportation future.

64% of New York residents live within 1/2 mile of a MTA subway station or Select Bus Service stop and 97% live within 1/4 mile of a bus stop.

Source: DCP

Area within walking distance from a:

-  Subway Station or SBS bus stop
-  Non-SBS bus stops



INITIATIVE 24 OF 30

MODERNIZE NEW YORK CITY'S MASS TRANSIT NETWORKS

THE CITY MUST HELP REVERSE THE DECLINE IN TRANSIT USE BY SUPPORTING PLANS TO FIX UNRELIABLE SUBWAY PERFORMANCE AND OPTIMIZING STREETS FOR THE EFFICIENT OPERATION OF BUSES. In addition, new capacity is needed to accommodate the mobility needs of a growing population, and foster our regional economy, including efficiency improvements to existing mass transit, evaluations of transit expansion, and new transportation options such as NYC Ferry and the Brooklyn Queens Connector (BQX).

MODERNIZE THE SUBWAY SYSTEM AND IMPROVE AFFORDABILITY AND ACCESSIBILITY

The precipitous decline of subway reliability and performance has underscored the need for massive, system-wide repairs and upgrades, as well as major reforms to management and operations. Carrying out this significant system overhaul to improve performance and capacity requires new sources of dedicated revenue to sustainably fund modernization and maintain a state of good repair. Beyond funding, the MTA requires a fundamental reimagining of its structure, practices, and vision for the future to meet the needs of all New Yorkers.

The subway must also be affordable and accessible. The Fair Fares Program, which provides half-priced fares for low-income New Yorkers, will help defray transportation costs for low-income families. However, lack of Americans With Disability Act (ADA) accessibility excludes people with mobility disabilities from too much of the system, and must be remedied.

- **FUND THE MTA CAPITAL PLAN**

The MTA's substantial capital needs require significant, dedicated funding sources. The City supports the congestion pricing plan enacted in the New York State Fiscal 2019-2020 Budget that dedicates revenue to a lockbox for MTA capital and prioritizes subway upgrades, bus improvements and expanding transit availability. The enacted budget also includes governance reforms to improve operations, management, and construction practices. With additional dedicated revenue from an internet sales tax, a progressive mansion tax, and a progressive real estate transfer tax, the budget provides significant revenue to help modernize mass transit and bring the system to a state of good repair.

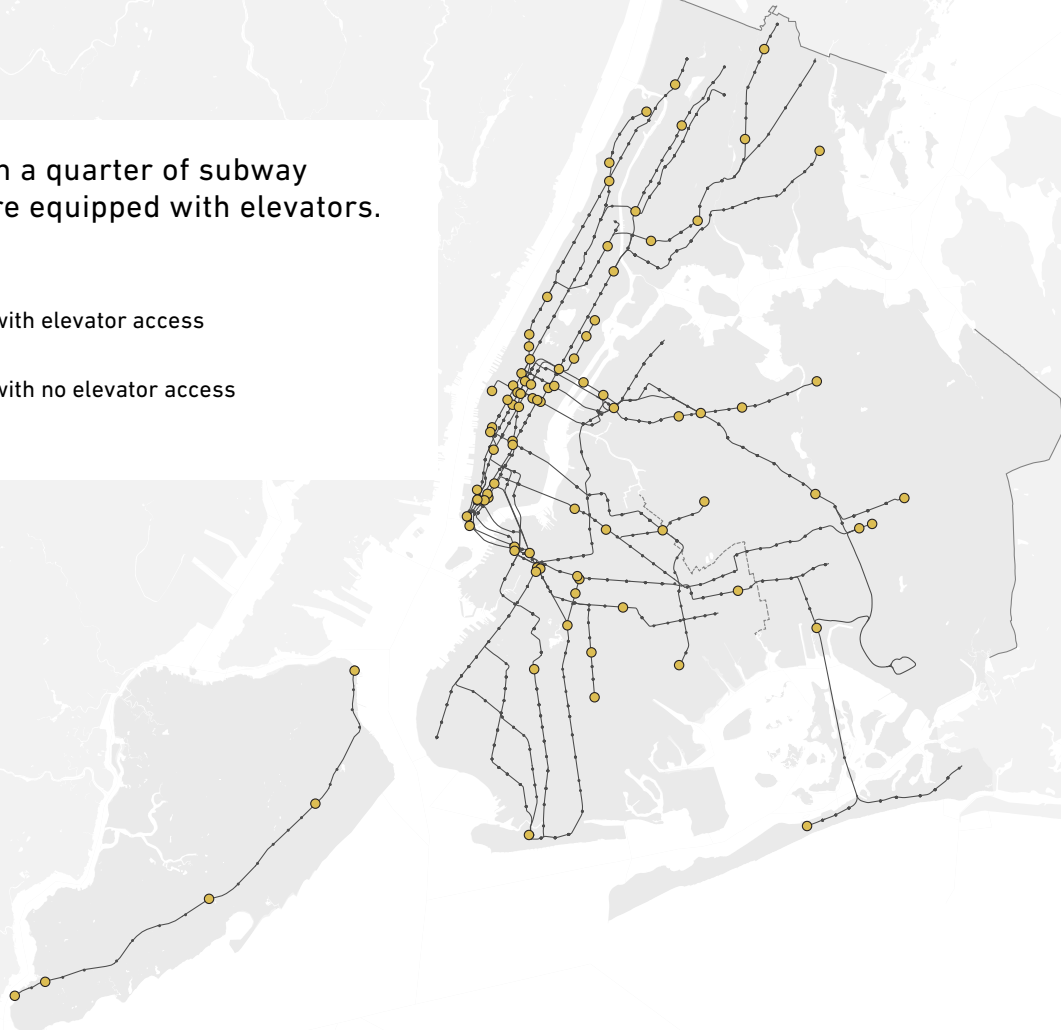


THE SUBWAY SYSTEM IS THE LIFEblood OF NEW YORK CITY.

Fewer than a quarter of subway stations are equipped with elevators.

Source: MTA

- Stations with elevator access
- Stations with no elevator access



- **ENDORSE NEW YORK CITY TRANSIT'S FAST FORWARD PLAN TO MODERNIZE SUBWAYS AND BUSES**

Beyond fundamental reforms, the City endorses the New York City Transit Fast Forward plan to modernize and upgrade the subway and bus system, and will advocate for its cost effective and timely delivery. The plan also focuses on redesigning the bus network, increasing accessibility, and deploying a new contactless fare system.

- **SUPPORT SIGNIFICANT CHANGES TO MTA CAPITAL PLANNING AND PROJECT DELIVERY**

To effectively deliver the improvements needed, the MTA must tackle its persistent cost overruns and project delays. Expanding the use of design-build to deliver its major construction projects provides the opportunity to minimize cost, accelerate delivery, and incentivize performance. Even so, the MTA must undergo a radical transformation in its planning and project-delivery processes. The City supports the independent audits required in the State budget to maximize efficiency, including the creation of a unit of internal and external experts to review all large-scale projects.

- **OFFER DISCOUNT METROCARDS FOR LOW-INCOME NEW YORKERS THROUGH THE FAIR FARES PROGRAM**

Launched in January 2019 in partnership with the City Council, Fair Fares NYC helps low-income New Yorkers manage their transportation costs, allowing them to buy MetroCards for half the regular price. The first phase made Fair Fares available to approximately 130,000 New Yorkers receiving cash assistance and/or Supplemental Nutrition Assistance Program (SNAP) benefits. In fall 2019, the City plans to expand the program to eligible New Yorkers living at or below the poverty line in New York City Housing Authority (NYCHA), enrolled students at CUNY, and certain military veterans.

- **INCREASE SUBWAY ACCESSIBILITY**

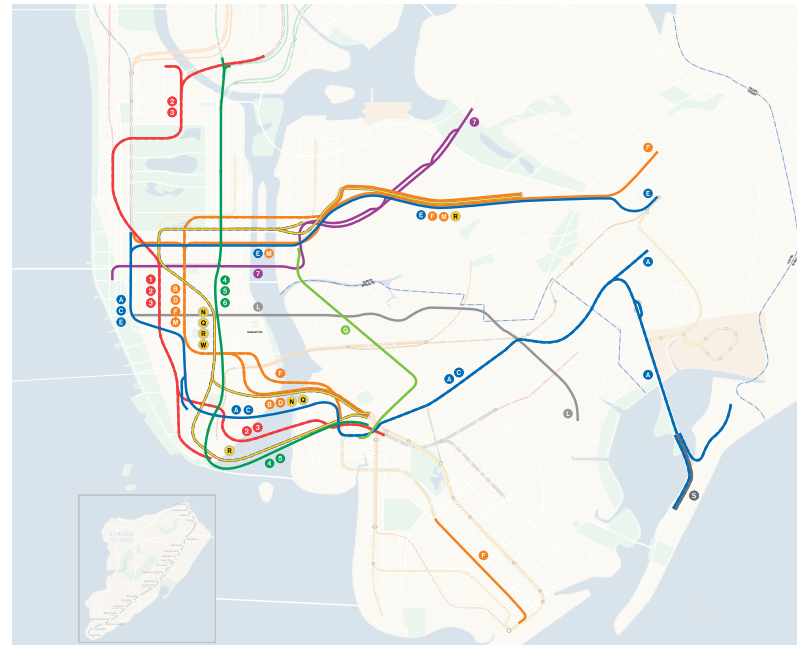
Roughly 75 percent of subway stations remain inaccessible to hundreds of thousands of New Yorkers. Although some progress has been made, people with mobility disabilities and parents with strollers still face formidable obstacles. MTA's Fast Forward plan strives to bring our transit system closer to compliance with the ADA. The MTA plans to make more than 50 stations newly accessible within five years, so all subway riders are never more than two stops from an accessible station. In partnership with the MTA, the City will continue to close gaps in accessibility and call for improved language access to enable better navigation of the mass transit system.



WHEELCHAIR USER BOARDS AN ACCESSIBLE BUS.

Fast Forward, announced in 2018, will deliver advanced signaling for five million daily riders within 10 years.

Source: MTA



HIGHLIGHTED RAIL LINE SEGMENTS WILL BE UPGRADED WITH MODERN SIGNALS.

- **USE CITY ZONING TOOLS TO INCREASE ACCESSIBLE ENTRANCES**

The New York City Department of City Planning (DCP) will work closely with the MTA to expand citywide the zoning tools recently created as part of neighborhood rezonings, which require developments adjacent to transit stations to consult with the MTA about providing an easement for elevator and/or stair access to stations. In order to ensure the transit easement does not impair the value of privately-owned sites, the proposal would in turn provide limited zoning relief.

- **ADVOCATE FOR BETTER LANGUAGE ACCESS TO HELP ALL NEW YORKERS AND VISITORS NAVIGATE MASS TRANSIT**

Navigating the subway and bus system in New York City is mostly only possible in English, which creates a hardship for millions of visitors and the nearly 25 percent of New Yorkers with limited English proficiency (LEP). While the MTA posts service notifications in the languages of the communities most impacted, it should continue to improve language access for rider navigation. This could include multilingual digital signage, recorded service announcements incorporating multiple languages, and/or improved customer-service training and resources for staff to serve riders with LEP.

- **EXPLORE FURTHER OPPORTUNITIES FOR SUBWAY EXPANSION**

The capacity of the subway system must be expanded to serve the city's growing population. The completion of the first phase of the Second Avenue Subway in 2017 was met with great acclaim, providing new transit options for the Upper East Side, freeing up capacity on the Lexington Avenue lines, and relieving surface congestion in the area. Subsequent phases of the Second Avenue Subway will provide important capacity and connections to accommodate passengers traveling to the core from other parts of the city, particularly from Queens. The MTA should continue exploring other opportunities for system expansion, such as the study underway to explore extending the 3 and 4 subway lines along Utica Avenue to Kings Plaza in Brooklyn.



THE Bx6 SOUTH BRONX SBS LEVERAGES NEW YORK CITY'S FIRST CENTER-LANE BUS ROUTE IN ORDER TO HELP SPEED UP TRAVEL TIMES.

IMPROVING BUS SPEED IN THE SOUTH BRONX

Recent improvements to the Bx6 South Bronx Crosstown corridor showcase the critical role New York City plays in speeding up the bus network. The Bx6 is a critical bus route connecting 24,000 daily riders to eight subway lines, Metro-North Railroad, and 20 bus routes. Seventy-six percent of households within a quarter-mile of the route do not own a vehicle, yet the existing route was notoriously slow, averaging 56 minutes to travel just 4.8 miles due to significant congestion and persistent double-parking issues.

In 2016, the Department of Transportation implemented a series of aggressive bus priority improvements focused on the half-mile bottleneck on 161st Street to improve speeds in this section, and reliability on the full route, including New York City's first two-way center-running bus lanes, and repurposing a preexisting tunnel under a major arterial to bus-only. These improvements led to significant speed increases of between 15 percent and 45 percent, depending on the direction of travel.

IMPROVE BUS PERFORMANCE BY EXPANDING BUS PRIORITY CITYWIDE

The City recognizes the opportunity buses represent for expanding the capacity and accessibility of the region's transit network, while helping to achieve critical sustainability goals. The Department of Transportation (DOT) will work with the MTA to dramatically improve bus service through the installation and improvement of bus lanes and enforcement to ensure bus priority in bus lanes. Furthermore, DOT will double the current pace of implementing transit-signal priority intersections that will prioritize buses as they travel through city streets. In 2019, bus priority projects benefiting 600,000 daily bus riders will be underway in all five boroughs.

- **SUPPORT THE REDESIGN OF THE BUS NETWORK THROUGH STREET IMPROVEMENTS IN EVERY BOROUGH**

Over the next few years, the MTA, with support from DOT, will be redesigning the bus network in all five boroughs. Planning for new bus priority projects on our streets will occur in tandem with MTA's bus network redesign process, which is already underway for the Bronx and will then focus on Queens.

- **IMPROVE BUS SPEEDS BY 25% BY END OF 2020**

To facilitate better and more reliable service, bus lanes will be installed at an average of 10–15 miles per year (up from seven miles per year), with five miles of existing citywide bus lanes to be upgraded annually. The City will also pilot the installation of two miles of physically separated lanes, with work starting in 2019. New York City will continue to advocate for the Select Bus Service (SBS) Program, which includes dedicated bus lanes, signal priority, off-board fare collection, and all-door boarding—critical components to an overall improvement in bus speeds citywide.

- **EXPAND PRIORITIZATION OF BUS LANES THROUGH NYPD TOW-TRUCK CREWS AND CAMERA ENFORCEMENT**

The enforcement of bus lanes is critical to improving performance as illegal parking slows down buses and increases travel times for riders. In an effort to keep bus lanes clear, the MTA will install an Automated Bus Lane Enforcement (ABLE) system on 123 buses serving SBS routes in Manhattan and Brooklyn, with plans to expand based on success of the pilot. The ABLE system captures license plate information and multiple pieces of evidence to enforce bus lane violations. To further support enforcement efforts, NYPD will use seven dedicated tow-truck teams to keep bus lanes clear.



NYC FERRY TRANSPORTING COMMUTERS ACROSS NEW YORK HARBOR.

By 2021, NYC Ferry Service will add routes to Staten Island, Coney Island, and a Throgs Neck/ Ferry Point Park stop to the Soundview route.

Source: EDC



PROVIDE NEW YORKERS WITH MORE TRANSIT OPTIONS

NYC Ferry and BQX projects demonstrate the City’s commitment to developing new transit options to connect underserved neighborhoods and shorten lengthy commutes. By introducing new, affordable transit routes, the City can help reduce crowding on existing routes and bring reliable and resilient transit service to new parts of the five boroughs.

- ### EXPAND NYC FERRY TO IMPROVE CONNECTIONS TO STATEN ISLAND, CONEY ISLAND, THE WEST SIDE OF MANHATTAN, AND EASTERN BRONX

The City will expand NYC Ferry routes, launched in 2017, to serve 11 million riders annually by 2023, up from 4.1 million today, adding routes to Staten Island and Coney Island, and a Throgs Neck/Ferry Point Park stop to the Soundview route. While the NYC Ferry is already the same fare as a subway and bus ride, going forward, the City will seek to integrate it with other mass transit systems, and explore the use of alternative fuels and electrification of ferries, as these technologies continue to develop and become more affordable at scale.

- ### ADVANCE THE BQX

The City is currently conducting an environmental review for the BQX, a state-of-the-art streetcar route being planned by the City to connect waterfront communities from South Brooklyn to Queens. The BQX will add new mass transit capacity and advance the City’s sustainable mode share goals, and will be resilient in the event of flooding. The system will run on tracks flush with the existing roadway—mainly in dedicated lanes to increase reliability—and BQX streetcars will be ADA accessible.

INITIATIVE 25 OF 30

ENSURE NEW YORK CITY'S STREETS ARE SAFE AND ACCESSIBLE

NEW YORK CITY'S STREETS MUST BE SAFE AND PRIORITIZE THE USE OF SUSTAINABLE MODES. The streets are public spaces in their own right—not just places to store vehicles or travel through in a car. Launched in 2014, Vision Zero is New York City's traffic safety program based on two key principles: crashes are preventable, and there is no acceptable level of death or serious injury on our streets. The program, now in its sixth year, has resulted in fewer road deaths every year since it was established, reaching its lowest level ever in 2018. The City will achieve Vision Zero through a combination of education, enforcement, and engineering, including expanding bike lanes and implementing pedestrian priority areas. Additionally, the City will ensure that its streetscape is accessible for all New Yorkers, including those with mobility disabilities.

IMPLEMENT THE VISION ZERO ACTION PLAN

The initial 2015 Vision Zero Action Plan laid the groundwork for how New York City approaches pedestrian and cyclist safety and mobility. That plan designated Priority Intersections, Corridors, and Areas based on pedestrians killed or serious injured (KSI) data and community input. By the end of year five of Vision Zero, DOT had addressed 90 percent of Priority Intersections and 86 percent of Priority Corridor miles with design and engineering treatments, contributing to a 36 percent drop in pedestrian deaths at those locations.

In 2019, DOT reevaluated pedestrian KSI data, demonstrating marked safety improvements in high-priority locations and defining new locations for intervention. The City will continue to execute the fundamentals of the Action Plan, and build on past accomplishments by focusing on reducing speeding and making turns safer.

- **IMPLEMENT AT LEAST 50 VISION ZERO SAFETY ENGINEERING IMPROVEMENTS ANNUALLY AT THE UPDATED LOCATIONS CITYWIDE**

DOT will continue its program of street redesigns, focusing on locations with the highest level of pedestrian deaths and serious injuries, guided by the new priority maps and updated Borough Pedestrian Safety Action Plans. This includes designs known to work (such as protected bike lanes, curb extensions, and left-turn traffic-calming tactics) and newer designs that show promise, such as roundabouts and traffic circles, raised crosswalks, and chicanes.

- **ADD EXCLUSIVE PEDESTRIAN CROSSING TIME AND MODIFY SIGNAL TIMING IN PRIORITY CORRIDORS**

DOT will add a leading pedestrian interval, which gives pedestrians exclusive time to cross, at every feasible intersection in new Priority Corridors. The agency will also modify signal timing to help keep motor vehicles moving at or below the speed limit.



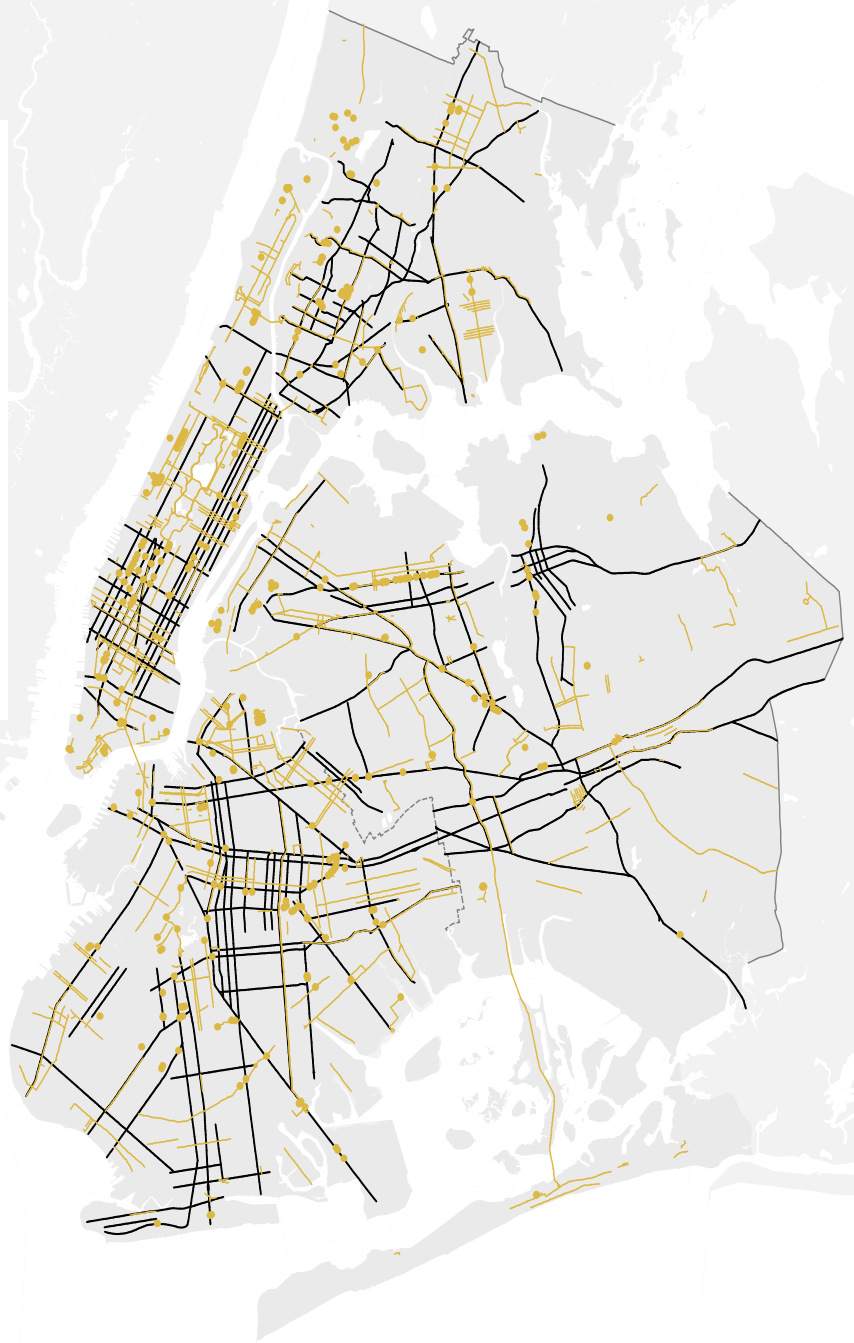
PEDESTRIAN AND BICYCLE SAFETY IMPROVEMENTS IN LONG ISLAND CITY, QUEENS

DOT's Vision Zero program uses detailed crash and injury data to identify Priority Corridors, Intersections, and Areas for improvement. DOT has already completed nearly 500 safety improvement projects since 2014.

VISION ZERO PRIORITY CORRIDORS AND SAFETY IMPROVEMENT PROJECTS

Source: DOT

- PAST WORK
- WORK TO BE COMPLETED



- **PRIORITIZE TARGETED ENFORCEMENT AND OUTREACH ON PRIORITY CORRIDORS, INTERSECTIONS, AND AREAS**

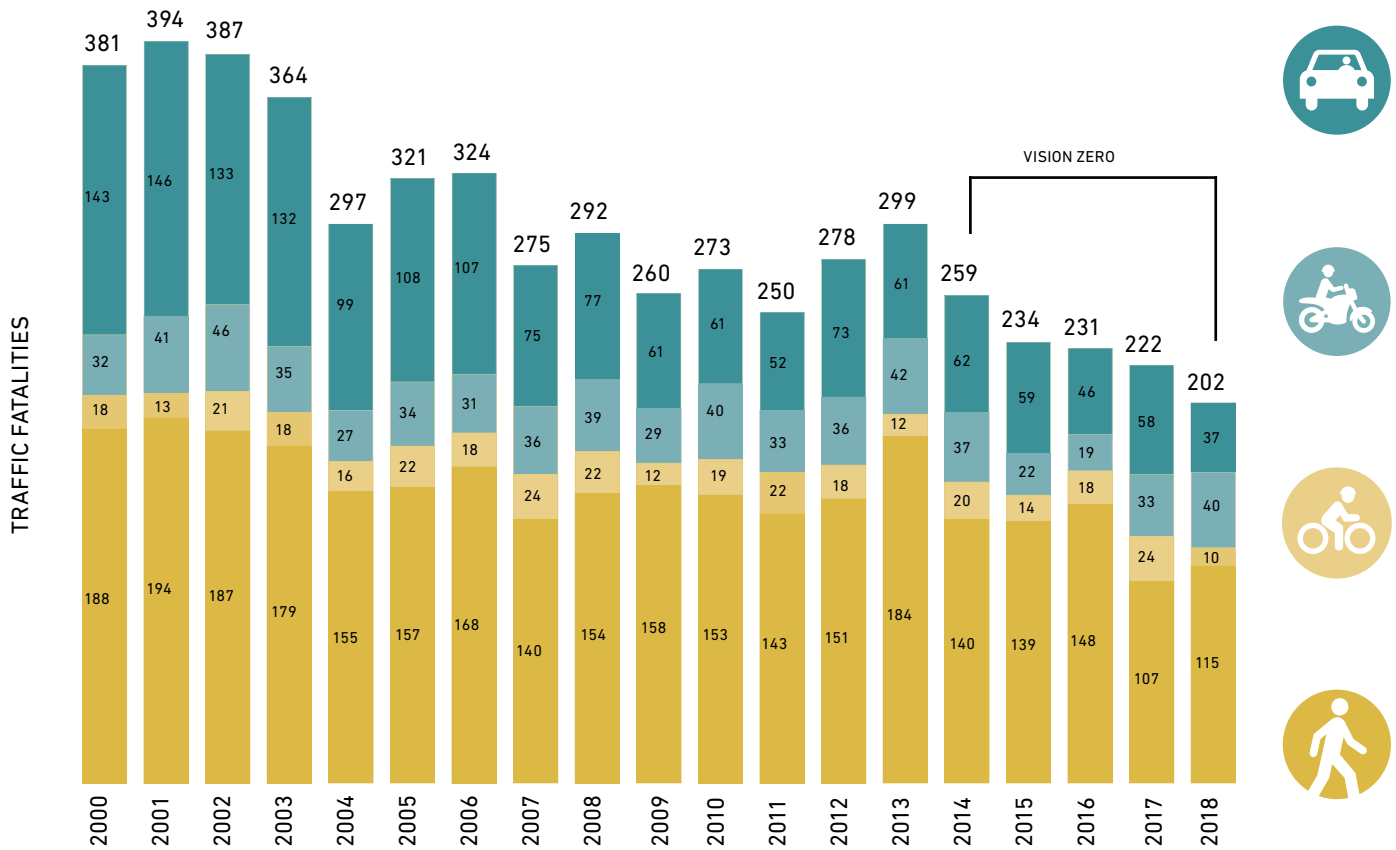
The driving violations that are most likely to kill or seriously injure pedestrians include speeding, failing to yield the right of way to pedestrians, using a cell phone or texting, disobeying red lights or stop signs, and making improper turns. To systematically enforce, and increase awareness of, traffic safety issues at the highest injury Priority Corridors, Intersections, and Areas across New York City, NYPD and DOT are improving their successful High Visibility Enforcement Program.

- **KEEP SENIORS SAFE ON CITY STREETS THROUGH ENGINEERING INTERVENTIONS AND TARGETED OUTREACH**

Although seniors 65 years old and over make up only 13 percent of New York City's population, they represent nearly half of annual pedestrian fatalities. To address this disparity, DOT is undertaking a comprehensive study of senior pedestrian fatalities and injuries, investigating crash locations, types, and severity outcomes. The study will identify systematic engineering interventions, along with new channels and methods for delivering traffic safety messages with seniors in mind.

Under Vision Zero, 2018 was the safest year on record, with the fewest New Yorkers lost on city roadways since record keeping began in 1910.

Source: DOT



TRANSFORM DANGEROUS ARTERIAL ROADS INTO VISION ZERO GREAT STREETS

In the past, several major arterial roads have gained a notorious reputation for their high numbers of crashes and for not accommodating pedestrians or cyclists. The Vision Zero Great Streets initiative aims to turn roads known for dividing neighborhoods and inaccessibility into safe and thriving community connectors, adding bike lanes, pedestrian islands, and other safety elements.

Great Streets invested in four major reconstruction projects—Queens Boulevard, Fourth Avenue and Atlantic Avenue in Brooklyn, and Grand Concourse in the Bronx—with operational safety improvements followed by more permanent capital construction. DOT is looking to expand the Great Streets program to target other dangerous arterial roads, including Northern Boulevard in Queens.

REDUCE FATALITIES AND SERIOUS INJURIES INVOLVING FLEETS MANAGED OR REGULATED BY CITY AGENCIES

Under Vision Zero, the City’s role administering our own municipal fleet and regulating FHV’s and private sanitation trucks provides the opportunity to demonstrate best practices for safe driving. Each agency has devised training plans, new rules, and procurement programs, and are all actively working toward ensuring their drivers and vehicles model the high standards demanded by Vision Zero.

- **CONTINUE TO IMPLEMENT THE SAFE FLEET TRANSITION PLAN**

The Safe Fleet Transition Plan guides the upgrades the City must make to its fleet of more than 30,000 vehicles, managed by the Department of Citywide Administrative Services (DCAS), to ensure state-of-the-art safety features become standard. Because larger vehicles tend to cause more serious harm in crashes, DCAS will continue to work toward ensuring all City fleet trucks are equipped with side guards, high-vision cabs, and other necessary equipment.

Queens Boulevard before and after Vision Zero improvements

Source: DOT



PEDESTRIAN PLAZA AT MYRTLE AND WYCKOFF AVENUES HELPED REDUCE TRAFFIC INJURIES WHILE PROVIDING VALUABLE PUBLIC SPACE TO RESIDENTS.




INCREASING SAFETY AT MYRTLE AND WYCKOFF AVENUES IN BROOKLYN

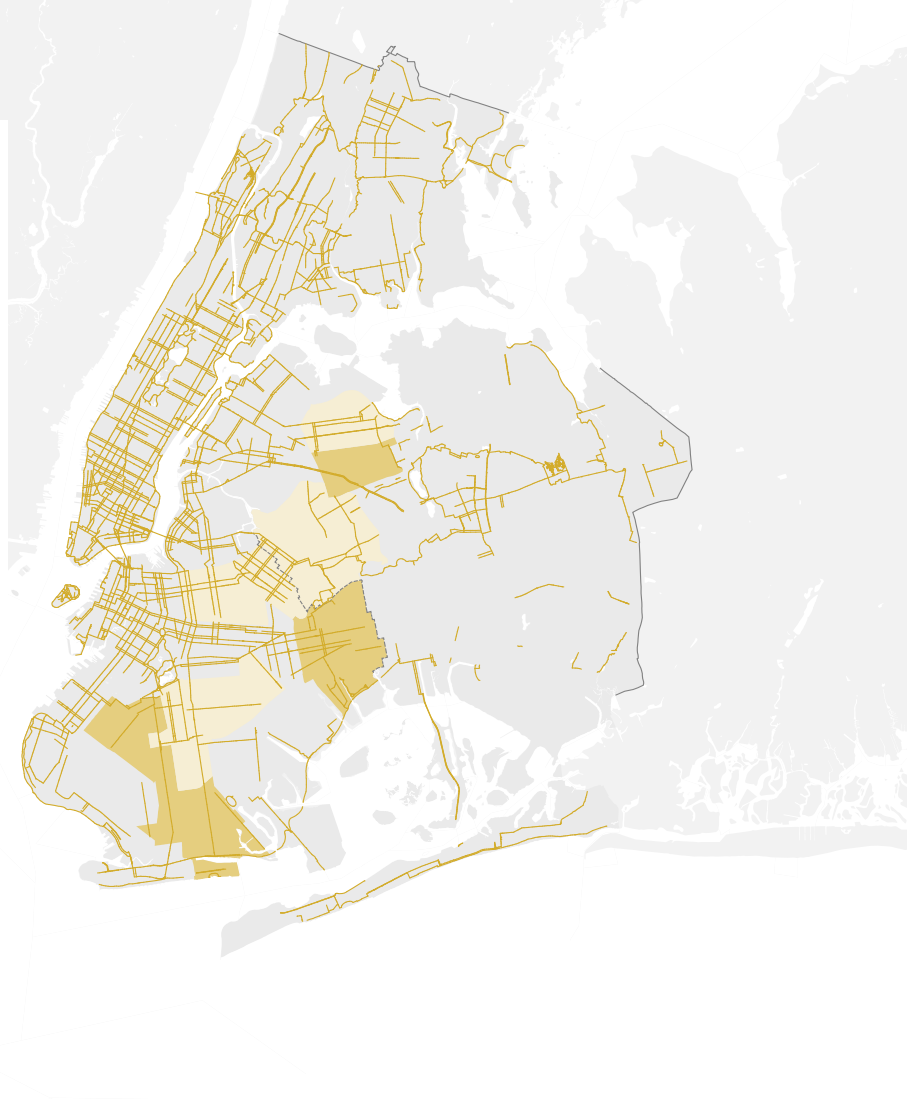
For many years, the six-legged intersection at Myrtle Avenue, Wyckoff Avenue, and Palmetto Street, on the border of Queens and Brooklyn underneath the elevated tracks at Myrtle-Wyckoff Station, had been the site of multiple pedestrian fatalities, and was notoriously difficult to cross. Following intensive planning and community consultation, DOT's in-house crews created a plaza on Wyckoff Avenue between Gates Avenue and Myrtle Avenue, and converted the section of Wyckoff between Myrtle and Madison Street into one-way southbound traffic. They also widened crosswalks, painted sidewalk extensions, installed flexible bollards, reconfigured signal timing to increase pedestrian crossing times, installed new traffic control and curb-regulation signage, and painted new road markings. The result was a 48 percent decrease in crashes with injuries, and a valuable new public space linking the neighborhood with a transportation hub. These improvements will be made permanent as part of the reconstruction of Wyckoff Avenue, scheduled to begin in 2020.



DOT is prioritizing expanding bicycle infrastructure in areas that have high KSI rates but low or medium bicycle network coverage.

Source: DOT

-  Bicycle Network
-  High Cyclist KSI and Low Network Coverage
-  High Cyclist KSI and Medium Network Coverage



- **REFORM COMMERCIAL WASTE HAULING**

With the inception of Vision Zero, the City's Business Integrity Commission (BIC) is working with City Council on legislation that would allow it to hold private carting companies and their drivers accountable for failing to comply with regulations related to traffic safety. Specifically, BIC seeks the ability to deny applications of companies and/or drivers who demonstrate unsafe practices (including excessive work hours or failure to maintain equipment), and the ability to license drivers to operate within New York City.

- **PROVIDE VISION ZERO TRAINING TO FOR-HIRE VEHICLE DRIVERS**

The Taxi & Limousine Commission (TLC) provides a 24-hour pre-licensure course to taxi and for-hire vehicle drivers to educate them on street design changes such as protected bike lanes, high-risk driving behaviors that lead to crashes, and the important role professional drivers play in promoting a culture of safe driving. In 2018 alone, over 27,000 drivers licensed by TLC took this course. TLC plans to develop a Vision Zero course that will be required every three years for license renewal.

EXPAND AND INCREASE CONNECTIVITY OF THE BIKE NETWORK

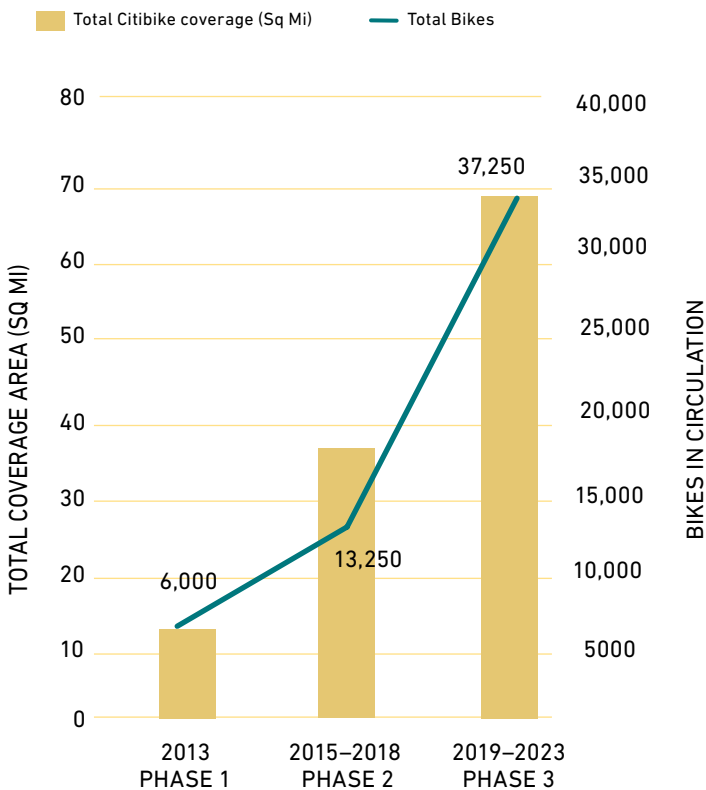
Bicycles represent a significant opportunity to expand mobility options at a relatively low cost, while helping to meet sustainability goals. Making it safer, easier, and more convenient to bicycle throughout the city helps reduce congestion and air pollution, while improving overall traffic safety and public health.

Over the past decade, annual bicycle trips have increased nearly 150 percent, far faster than population or employment growth. In 2017, there were an estimated half million bicycle trips per day. Cycling in New York City has become safer as more and more people choose this mode of transport—and is evidence of a “safety in numbers” effect.

To facilitate further growth, the City will expand and improve bike lanes and bike sharing. Well-designed bike lanes not only protect cyclists, but also organize and calm traffic. In addition, the islands created by the installation of protected bike-lanes assist pedestrians by shortening street-crossing distances.

By 2023, Citi Bike will cover almost 70 square miles and plans to have more than 37,000 bicycles, six times more than it had in 2013.

Source: DOT, Citi Bike



• ENABLE GREATER ACCESS TO THE BIKE NETWORK FOR NEW YORKERS

For more New Yorkers to choose cycling as a transportation option, they must have access to safe places to ride. DOT will continue to build out its bicycle network, installing at least 50 miles of bike lanes—including 10 miles of protected bike lanes—per year, and facilitate the expansion of bike-share programs to more neighborhoods. The City is committed to ensuring 90 percent of New Yorkers live within a two-minute (¼ mile) ride of the bike network by 2022, up from 80 percent in 2016, and ultimately 95 percent in the future.

• CREATE OR ENHANCE BICYCLE LANES IN PRIORITY BICYCLE DISTRICTS

The City will prioritize building bike infrastructure in the ten community districts where cyclist deaths and serious injuries are disproportionately high and bike-network mileage is relatively low. These neighborhoods, which are home to 23 percent of serious crashes, but only 14 percent of bicycle lanes, have been designated Priority Bicycle Districts, and will receive 75 miles of new or enhanced bike lanes by 2022.

• EXTEND GREENWAYS

The City will continue to build a connected network of greenway paths for cycling, including the Jamaica Bay Greenway and the Brooklyn Waterfront Greenway, and the Manhattan circumferential greenway network. DOT will also study the feasibility of an Eastern Queens Greenway. High-quality cycling infrastructure will increase cycling as both a mode of transportation and a recreational activity, and bring with it associated mobility safety and health benefits.

• EXPAND CITI BIKE AND DOCKLESS BIKE-SHARE NETWORKS

In the next five years, the City will expand its Citi Bike dock-based bike-share system to 40,000 bikes, from 12,000 today, doubling the size of the service area by adding another 35 square miles of coverage. This expansion will also increase the density of coverage in the previously served areas, with more stations and higher service standards. A portion of the fleet will be converted to pedal-assist bicycles, which is likely to make cycling more attractive to a broader population and encourage people to cycle longer distances, but must be done with careful consideration to public safety.

The City will also implement new, expanded dockless bike-share pilots in areas of the City not covered by the dock-based system. If successful, and the private companies providing these services remain viable, the City will implement a dockless bike-share program at a large scale outside of the Citi Bike service area.

• PRIORITIZE PUBLIC SAFETY WHEN CONSIDERING LEGISLATION RELATED TO EMERGING MODES OF MOBILITY

Emerging modes of transportation, such as e-bikes and e-scooters, have the potential to expand mobility options, but come with public safety concerns. With both the City Council and State considering bills to sanction their use, any new legislation should ensure these modes are integrated safely and seamlessly into our existing transit network.

“Increase the number of bike lanes and exclusive bus lanes.”

- Resident of Long Island City, Queens

ENHANCE WALKABILITY AND ACCESSIBILITY

New York City's walkability is one of its hallmarks, with nearly three out of every 10 trips taken on foot. As demand for pedestrian space increases, the City's DOT is responding by expanding car-free or car-light "People Priority Streets" that build on successful programs such as pedestrian plazas, shared streets, and expanded sidewalks, by designing streets for people at the corridor and districtwide scale. DOT will also enhance the accessibility of our streetscape for all New Yorkers, with significant capital improvements and new, app-based navigation technologies.

- **PILOT A SPECTRUM OF PEDESTRIAN ZONES THROUGHOUT THE CITY**

Working with the community and stakeholders, the City will pilot People Priority Streets at the neighborhood level, beginning with the phased implementation of improvements in Lower Manhattan. Holistic assessment of a neighborhood or district, particularly with potential vehicle reductions from congestion



SHARED STREET PILOT IN FLATIRON, MANHATTAN

Source: DOT.



DOWNTOWN BROOKLYN SHARED STREETS

Source: DOT

pricing, will allow DOT to prioritize pedestrians and bicyclists wherever demand is greatest, while still accommodating essential vehicular access. This approach would apply carefully coordinated implementation of successful DOT pedestrian improvements such as time-of-day closures, seasonal streets, shared streets, curb-management strategies, sidewalk expansions, and/or pedestrian plazas. The City will look to the successful models in Barcelona, Oslo, Madrid, and Paris, which have shown remarkable promise in calming and reducing through traffic and improving air quality, while allocating more public space to pedestrians.

- **INCREASE ACCESSIBILITY OF STREETS AND SIDEWALKS, AND INTRODUCE PEDESTRIAN NAVIGATION TECHNOLOGY**

The streetscape must be made safe and accessible for all people, including those with mobility and vision disabilities. To this end, DOT will continue its efforts to make all sidewalks, pedestrian ramps and spaces, and bus stops accessible. The agency will dramatically expand its pedestrian ramp program, and invest in pedestrian ramp upgrades and new installations citywide.

DOT has installed Accessible Pedestrian Signals (APS) in all five boroughs by collaborating with the disability community on identifying priority corners. DOT will also develop and pilot new, app-based accessible pedestrian navigation technologies and invest in the supporting infrastructure. Internally, DOT will build capacity related to accessibility through training and targeted research, and by providing resources and tools to staff.



GROWING DEMAND FOR FINITE ROAD SPACE HAS CONTRIBUTED TO SEVERE CONGESTION, PARTICULARLY IN THE CORE.

INITIATIVE 26 OF 30

REDUCE CONGESTION AND EMISSIONS

TO INCREASE LIVABILITY AND SUSTAIN THE CITY'S ECONOMIC VITALITY, STREET CONGESTION MUST BE MANAGED AND REDUCED. Congestion has been estimated to cost the economy of the metropolitan region up to \$15 billion annually, consuming nearly 300 million extra gallons of fuel. While app-based ride services and home-delivery of goods provide convenience for New Yorkers, the growing demand for the city's finite road space has contributed to falling traffic speeds.

In addition to reducing congestion, the City must also reduce the carbon footprint of unsustainable modes of transportation. We will significantly cut GHG and other polluting emissions by building out a citywide network of electric vehicle charging infrastructure, reducing the size and emissions of the City's fleet, and incentivizing adoption of low and zero emissions vehicles.

"Get New Yorkers out of their cars. It will lead to safer streets and a cleaner environment."

—Resident of Richmond Hill, Queens

MANAGE VEHICLE DEMAND ON CITY STREETS

The City will reduce congestion by managing demand on city streets, through the implementation of congestion pricing in partnership with the State, prioritizing the use of curbs for strategic purposes, and stricter enforcement of existing traffic laws. We will also implement new programs to mitigate the impact of FHV on congestion, and consider expanding programs such as car share that encourage people to trade in their personal vehicle for a more sustainable option.

- **IMPLEMENT CENTRAL BUSINESS DISTRICT TOLLING IN COORDINATION WITH THE MTA TO REDUCE TRAFFIC**

Congestion pricing is an effective method to manage demand on the city's busiest streets, and will also generate revenue for the MTA. As cities such as London, Stockholm and Singapore have shown, congestion pricing can substantially reduce traffic, noxious emissions, and improve quality of life. Recommendations for New York City's congestion pricing program will be made by the Traffic Mobility Review Board to the MTA at the end of 2020. The board will consider managing demand through variable pricing and will consider many factors including, but not limited to, safety, hardships, vehicle types and environmental impact. As revenue from congestion pricing helps ensure transit reliability, ridership will grow and attract people who may be currently be using FHVs or personal vehicles.

- **LEVERAGE NEW TECHNOLOGIES TO ENFORCE TRAFFIC LAWS**

Congestion can be addressed not only by managing vehicle demand in core business districts, but also by enhancing existing traffic law enforcement via new technologies and innovative approaches. In particular, NYPD will work with DOT to deploy handheld license plate readers and a license plate-based system for parking administration and enforcement to create a culture of compliance with traffic laws, increase parking-space turnover, and reduce vehicle circling and double-parking.

Similarly, DOT will research, and pending state legislation, pilot sensor and camera-based enforcement of double parking, "block the box" solutions, commercial vehicle violations, overweight and over-dimensional rules, truck routes and other parking rules. These initiatives are likely to reduce congestion and air pollution, accelerate progress on GHG emissions goals, and support Vision Zero safety initiatives.

Automated enforcement devices deter problem behaviors as drivers quickly come to realize they will likely be penalized. As a result of speed camera enforcement, speeding is down by over 60 percent at fixed-camera locations, and red-light violations have fallen 75 percent at active locations. Thanks to leadership from the State legislature, the number of school speed camera zones will increase from 140 to 750, and the hours and locations of operation will be extended. The City will advocate for State legislation for automated enforcement of select road laws, including automatically assessing parking fines and lane violations.

Congestion pricing is an effective method to manage demand on the city's busiest streets, while generating revenue for the MTA

CENTRAL BUSINESS DISTRICT TOLLING ZONE



- **CONTINUE RECENT CONGESTION ENFORCEMENT EFFORTS**

New technologies will supplement recent congestion-fighting enforcement efforts which have included increased NYPD focus on block-the-box, streamlined curbside regulation to allow moving lanes during peak hours, and improved enforcement of HOV lanes.

- **OPTIMIZE CURB USE**

The City will optimize the use of curbside space by expanding bus and bike lanes, commercial loading/unloading, safety designs, and other high value uses of the curb. An effective curbside management system supports the City's economic development, social equity, and environmental sustainability goals. Working with communities and other agencies, DOT will enhance neighborhood safety, desirability, and accessibility to support commerce, create strong vibrant communities, and reduce the harmful impacts of vehicles on the environment.

DOT will launch a Parking Improvement Program focused on existing commercial districts across the city to reduce double-parking, improve the overall efficiency of the roadways, and expand commercial loading/unloading zones. This builds on DOT's existing Street Improvement Program, which improves pedestrian safety and adds bus and bike lanes as well as plazas and other street amenities where appropriate. DOT is also partnering with the Department of Sanitation to evaluate the potential for innovative solutions to curbside collection and storage of waste to reduce sidewalk clutter, increase collection efficiency, and improve quality of life. The City will utilize these and other programs to apply effective principles for curb management.

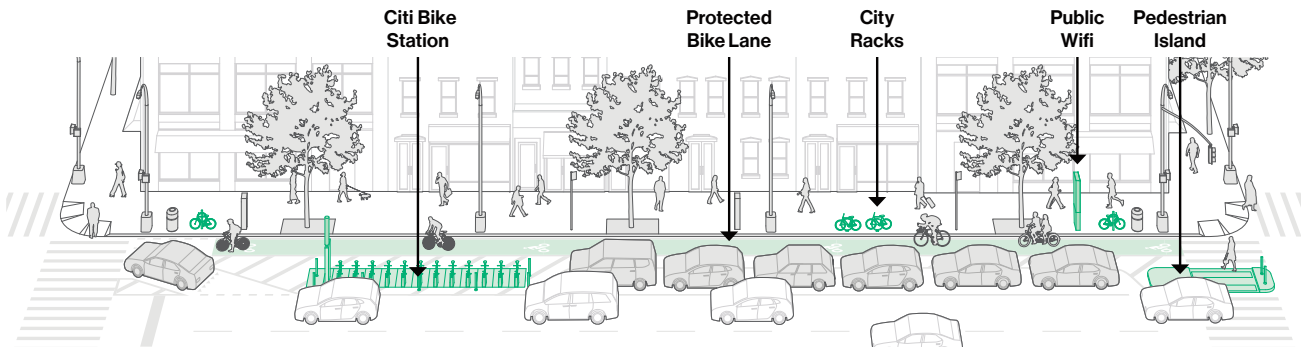
POTENTIAL CURBSIDE USES

Working with communities, the City will enhance neighborhood safety, desirability, and accessibility to support commerce, create strong vibrant communities, and reduce the harmful impacts of vehicles on the environment.

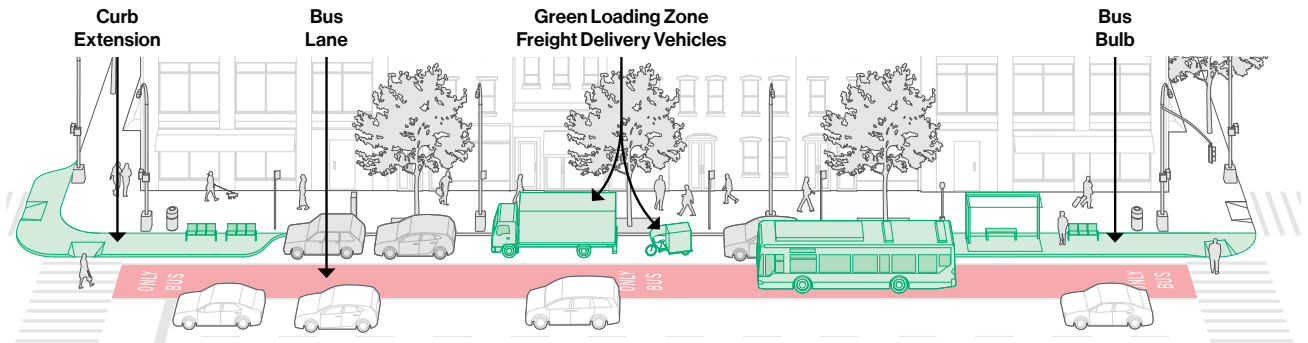
TYPICAL CONDITION



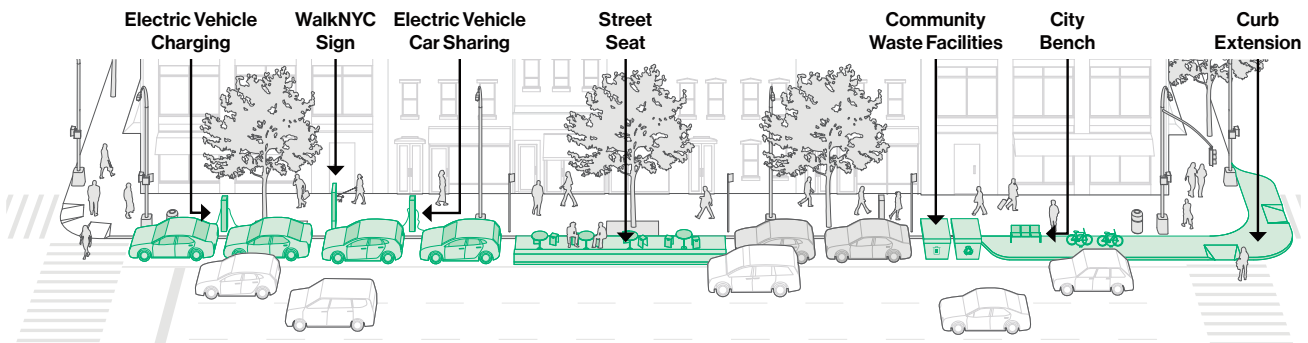
BICYCLE AND PEDESTRIAN ENHANCEMENTS



BUS AND DELIVERY ENHANCEMENTS



COMMUNITY AMENITIES



- **IMPLEMENT NEW PROGRAMS TO REDUCE CONGESTION, BOOST DRIVER INCOME, AND SUPPORT EQUITABLE AND ACCESSIBLE FHV SERVICE CITYWIDE**

In an effort to curb the increasing number of new FHV and their associated impacts, the City paused the issuance of new FHV licenses for one year beginning in August 2018, with an exemption for wheelchair-accessible vehicles in partnership with the City Council. This legislation enabled TLC to protect workers by establishing a minimum payment for drivers working for the largest FHV companies. It also provided an incentive for companies to increase the amount of time drivers transport a passenger reducing the time spend circling with an empty vehicle.

Going forward, we will recommend sensible ways to address FHV-induced congestion and vehicles circling without passengers in the most congested parts of the city, while ensuring equitable access throughout the five boroughs based on a comprehensive study by TLC and DOT by the end of 2019.

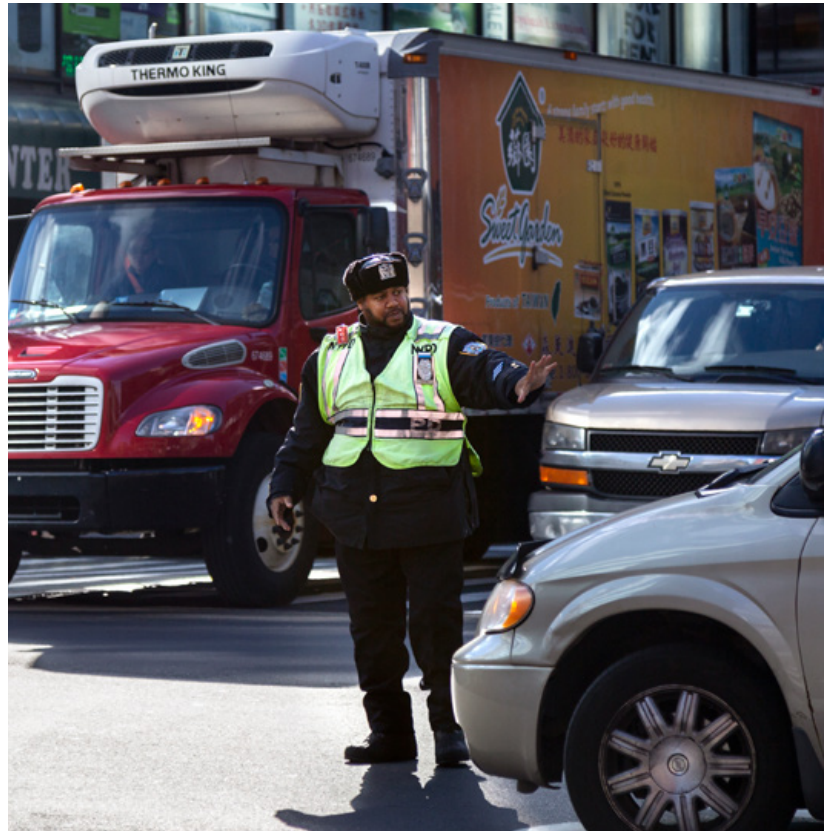
The City has made considerable efforts to ensure taxis, street-hail liveries, and FHV are accessible and meet the needs of all New Yorkers. TLC’s Citywide Accessible Dispatch Program, which expanded to all five boroughs in 2018, allows passengers to request wheelchair accessible taxi service by phone or mobile app, or online. In 2019, TLC enacted new rules to ensure greater FHV access for people in wheelchairs. In 2017, the MTA approved a formal pilot with TLC to use taxis and FHV in its Access-A-Ride (AAR) program, and started offering on-demand services via taxis to some AAR users.

- **EVALUATE CAR-SHARE PILOTS AND ENCOURAGE ELECTRIC-VEHICLE ADOPTION BY CAR-SHARE COMPANIES**

In 2018, the City launched a two-year citywide pilot designating nearly 300 parking spaces to car-share services. These services, such as Zipcar and Enterprise, give members access to a vehicle for short-term use (by the hour or even minute) at a cost that includes gas and insurance, thereby reducing the need for private vehicle ownership and demand for parking. The City, through DOT, will consider expanding the pilot in the coming years, and explore prioritizing electric vehicles (EVs) in the expanded pilot deployment.

- **ELIMINATE PARKING PLACARD ABUSE**

To curb abuse of City-issued parking placards, the City will develop new technology to replace physical placards by 2021 and deploy a 10-person DOT placard enforcement unit. By phasing out physical placards, DOT and the NYPD enforcement agents will be better able to identify fraud. These efforts will be supplemented with an increase in penalties and a strict three-strike policy for misusing a placard, that culminates in revocation. DOT’s dedicated enforcement team will initially focus on the two areas of the city most plagued by placard abuse: Lower Manhattan and Downtown Brooklyn.



NEW YORK CITY POLICE PERSONNEL DIRECTING TRAFFIC.



THE CITY’S STREET SEATS PROGRAM PROVIDES VALUABLE PUBLIC SPACE TO NEIGHBORHOODS.

DEVELOP A CITYWIDE NETWORK OF ELECTRIC CHARGING INFRASTRUCTURE

To achieve the City's sustainability goals, an ambitious effort is needed to electrify existing transportation, including developing a citywide network of EV charging infrastructure to encourage EV adoption. To accomplish this, DOT and the Mayor's Office of Sustainability (MOS) will work with public- and private-sector partners to expand the network of publicly available EV chargers across the five boroughs, creating 50 fast-charging stations (full charge in 30 minutes) across the city and pilot-testing curbside Level 2 charging (full charge in 4–6 hours) in partnership with Con Edison.

Through the NYCx Climate Action Challenge, the City will launch a first-in-the-nation pilot to outfit light poles with chargers, initially focusing on City fleet vehicles, with a potential for future expansion. The City will work with the City Council to pass legislation to strengthen requirements on new parking lots to support electric vehicles. This law would increase conduit availability to 40 percent of new parking spots (up from 20 percent today), with 20 percent required to have chargers (up from zero).

REDUCE THE CITY'S FLEET AND LOWER EMISSIONS

In recent years, the City has dramatically improved the fuel efficiency of the municipal fleet through increased purchases of electric and alternative-fuel vehicles. Despite this progress, the fleet has continued to grow. By leveraging emerging technology, the City will identify further efficiencies and enable a reduction in the number and size of specific vehicles. This will reduce vehicle miles traveled and emissions, and save half a million gallons of fuel per year.

- **REDUCE THE NUMBER AND SIZE OF CITY VEHICLES**

Significant emission reductions will be achieved by improving the efficiency of the City's fleet, eliminating unnecessary vehicles and curbing the use of SUVs. Through an Executive Order, the City will expand its use of telematics to monitor vehicle usage and identify underused vehicles. This will eliminate 1,000 public vehicles and ten million annual vehicle miles traveled from the roads, thereby helping to reduce traffic and demand for parking from public vehicles.

- **GREEN THE FLEET**

The City fleet will aim to become carbon neutral by 2040. Near term emissions reductions will be achieved by implementing renewable diesel fuel, accelerating the transition to EV and hybrid vehicles, and increasing the efficiency of the fleet, which will help reduce the City's fuel consumption to below 2014 levels. Longer term reductions will rely on the 100 percent clean electricity grid planned by New York State and encouraging technological advances for emergency response and heavy vehicles.

INCENTIVIZE COMMERCIAL AND FLEET VEHICLES TO REDUCE EMISSIONS

In select locations, the City, through DOT, will work with MOS, the NYPD, DMV, and the freight industry to pilot Green Loading Zones, which dedicate curb space for zero-emission vehicles (ZEVs) to pick up and drop off goods. If successful, the pilot might lead to a phased expansion of low-emission areas where ZEVs and freight e-cycles would have dedicated curb access, non-ZEV low-emission vehicles might have priority access by permit, and higher-polluting trucks might have more restricted opportunities for loading and unloading, including restrictions of rush hour deliveries. Additionally, DOT will build on the successful Hunts Point Clean Truck Program and expand it to other Industrial Business Zones where heavy truck pollution causes significant, adverse health impacts.



ELECTRIC VEHICLE CHARGING.

INITIATIVE 27 OF 30

STRENGTHEN CONNECTIONS TO THE REGION AND THE WORLD

NEW YORK CITY IS THE HUB OF A REGIONAL ECONOMY THAT STRETCHES FROM THE DELAWARE RIVER TO MONTAUK, AND NORTH INTO CONNECTICUT AND THE HUDSON VALLEY.

Every day a million people come to the city to work, and more than 300,000 city residents commute in the other direction. That exchange relies on the nation's most extensive transit and infrastructure network, including subway, Port Authority Trans Hudson (PATH), regional rail, buses and ferries. Additionally, millions of tons of freight are moved into, out of, and through the city to service the region's economy and residents. As the region grows, increasing access to opportunity and decreasing roadway congestion requires a regional approach and coordinated solutions. We will improve our connections to the region to better serve New York City residents, businesses and visitors, modernize the city's freight network by reducing reliance on trucks, encouraging sustainable rail and maritime freight alternatives, and improving "last mile" deliveries, and support improved operations and access to our airports.

EXPAND REGIONAL TRANSPORTATION CONNECTIVITY AND CAPACITY

Many New Yorkers think of regional rail as being for commuters from outside the city. Yet with 39 commuter rail stations within the five boroughs, this system has the potential to be better utilized within the city while improving connections to the region. Through regional fare integration, the city can follow the examples set by London, Paris, and Tokyo, which have integrated rapid and commuter transit to amplify their mobility options. With an anticipated 40 percent increase in commuters from New Jersey by 2040, and growth in other neighboring areas, we must expand capacity to support the regional economy, and evaluate introducing through-running of commuter rail to better connect the region and ease congestion at transit hubs.

• INVEST IN MAJOR TRANS-HUDSON IMPROVEMENTS

The Gateway Program is one of the most important transit projects in the nation, and is critical to the future of New York City and the metropolitan region. The first phase of the program will construct new tunnels across the Hudson River to increase capacity and redundancy, which will allow for the proper rehabilitation of the existing 110 year-old tunnels that were seriously damaged by Hurricane Sandy. Federal funding is urgently needed. If the existing tunnels were to shut down it would cost the region billions of dollars and impact the commutes of nearly half a million people.

The Port Authority Bus Terminal (PABT) in Midtown is currently over capacity and in poor physical condition and will need to be rebuilt in order to accommodate the growing number of people coming by bus to Midtown, including those that have had to resort to street loading with no space available inside the current facility. The rebuilding of the PABT must address the need for creating space for intercity as well as commuter buses, manage air-quality impacts, integrate seamlessly with other modes of transportation, and deliver a design befitting its stature as gateway to a global city.

• COMPLETE PENN STATION AND EAST SIDE ACCESS PROJECTS

The Long Island Railroad (LIRR) East Side Access project, to be completed by 2022, and the forthcoming Metro North Railroad (MNR) Penn Station Access project offer a vision of more integrated and connected commuter rail systems that can add redundancy and increase capacity to serve the growing region. East Side Access will allow more than 150,000 daily commuters a direct connection to the East Side of Midtown, providing a faster and easier commute to Long Island and Queens residents. The Penn Station Access project will provide a one-seat ride for the New Haven Metro-North line into Penn Station, while adding four new ADA-accessible stations to the East Bronx. This will dramatically reduce travel times for commuters, while bringing reliable transit to underserved communities.

- **EVALUATE THROUGH-RUNNING OF COMMUTER RAIL SERVICE**

Commuter rail service that connects New Jersey Transit (NJT) and MTA commuter rail service—known as “through-running”—would provide advantages in passenger mobility, as well as operational benefits at congested Penn Station. MTA implemented a limited trial of this service for the 2014 Super Bowl, and has committed to further evaluating its potential going forward. The City supports operational improvements that might limit future costs of capacity expansion at Penn Station, and increase opportunities for service to secondary centers on the Northeast Corridor — especially Long Island City and the Bronx. In addition, the introduction of new fare-payment mechanisms and technology allow for trip and fare integration between systems even where physical transfers are necessary.

- **ADVOCATE FOR REGIONAL FARE INTEGRATION WITH COMMUTER RAIL LINES, FERRIES, AND OTHER MODES**

While performance and capacity issues pose challenges for the New York City Transit (NYCT) system, the LIRR and MNR commuter rail systems remain underutilized by in-city commuters, in large part because of high fares and the lack of a free transfer to the subway and bus network. However, commuter rail could dramatically shorten the commutes of many city residents living far from subway lines. The MTA should reduce the fare of in-city commuter rail trips to the same fare as NYCT subway and buses with free transfers between these systems. Lower daily, weekly and monthly fares for in-City trips with free subway/bus transfers would divert tens of thousands of daily riders from crowded subway lines and dramatically reduce vehicle trips. The MTA’s rollout of its One Metro New York (OMNY) contactless payment system offers the mechanism for regional fare integration, and the City will work with MTA to support the integration of more modes of transportation, including NYC Ferry, into the system.

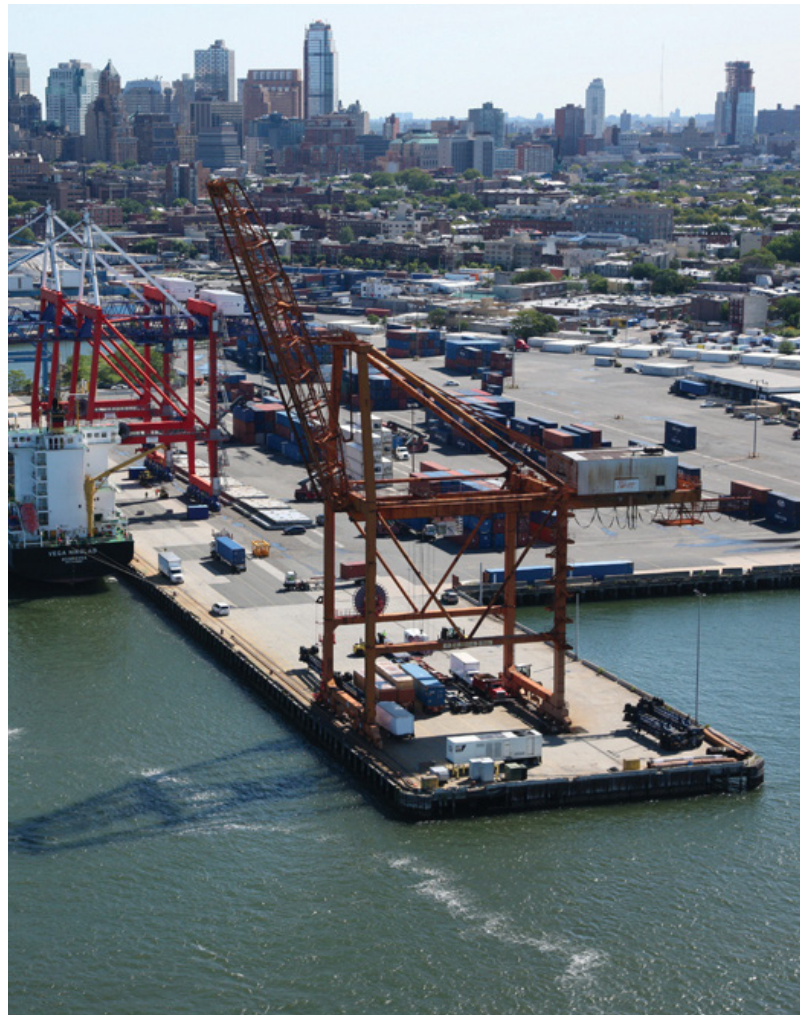
- **COORDINATE WITH NEIGHBORING AREAS TO IMPROVE CROSS-BORDER TRANSPORTATION OPTIONS**

More than 300,000 New York City residents work outside the city, with many commuting between the Bronx and Westchester, or Queens and Long Island. These reverse commuters experience inadequate rail and infrequent bus services, in addition to poorly planned interchanges between suburban modes and the subway. New York City will work more closely with suburban neighbors to support these critical reverse-commute links, and expanding last-mile transit access.

MODERNIZE NEW YORK CITY’S FREIGHT TRANSPORTATION NETWORK

In 2017, truck-traffic congestion cost the local economy \$862 million, hurting local businesses and increasing vehicle emissions from idling. Local freight volumes are forecasted to grow an estimated 68 percent by 2045, which would only exacerbate already worsening highway congestion and air quality. Provided that trucks move roughly 90 percent of freight by volume through the City, multimodal solutions are necessary to mitigate these impacts.

Given rising local freight volumes, and 41 percent of New Yorkers receiving a delivery at their home more than once a week, the City must work to reduce the impacts of trucks that deliver last-mile freight. This can be accomplished through the use of alternative fuels, clean technologies, off-hour deliveries, mobile applications, and facilitating the delivery of construction-related cargo by water.



CRANES UNLOAD FREIGHT AT RED HOOK CONTAINER TERMINAL IN BROOKLYN.

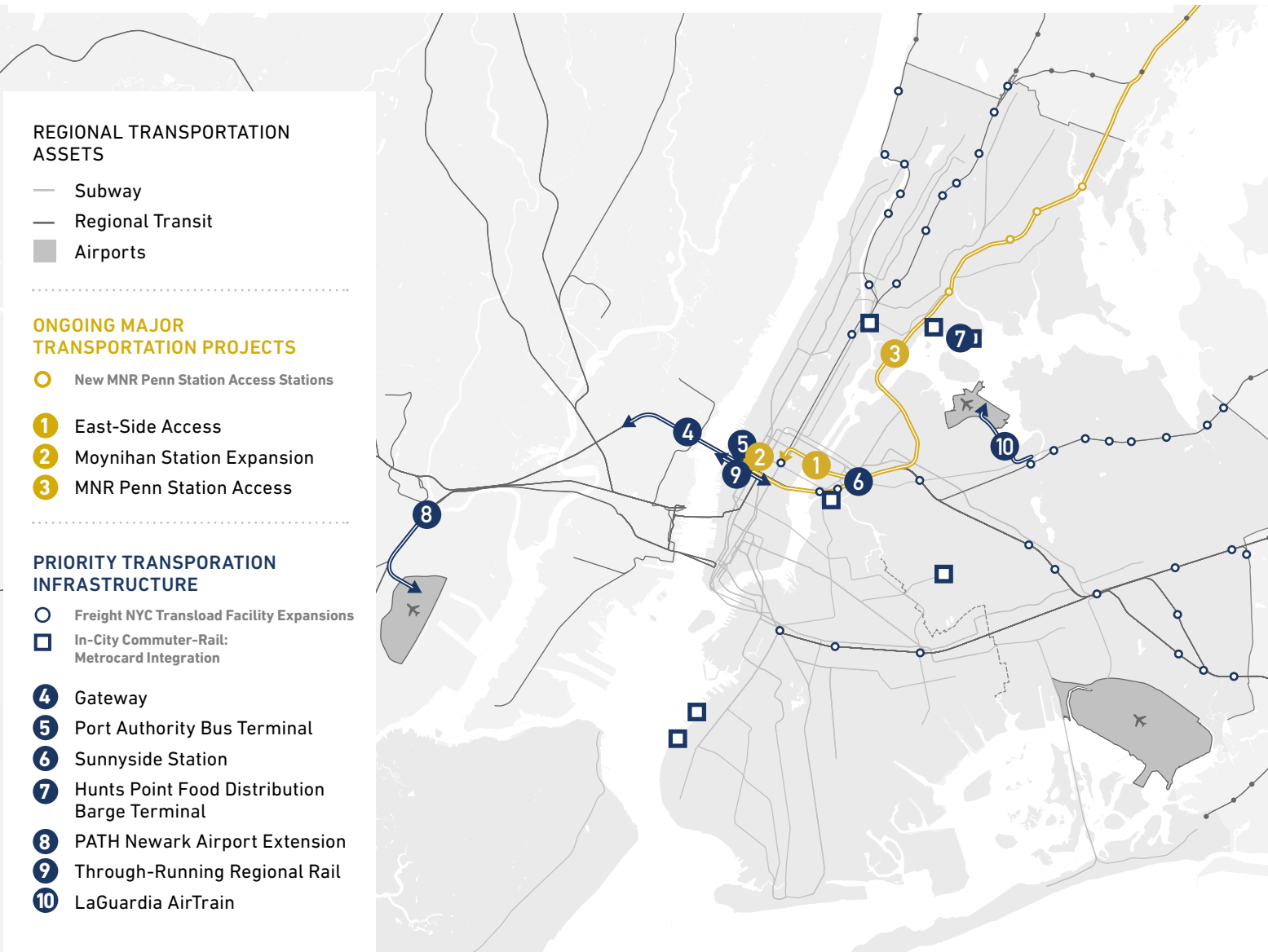
• **IMPLEMENT FREIGHT NYC**

Released in July 2018, Freight NYC is the City’s action plan to overhaul the aging freight-distribution system. Through strategic investments, the New York City Economic Development Corporation (NYCEDC) seeks to modernize rail and maritime infrastructure, develop modern distribution facilities, and incentivize the deployment of clean trucks—all while creating nearly 5,000 good-paying jobs for New Yorkers. Through Freight NYC, the City and its partners are acting to protect the environment, traffic systems, and regional economy in the decades to come.

Freight NYC includes plans to develop a barge terminal to serve the Hunts Point Food Distribution Center, coordinate with regional partners on increasing marine freight, construct new transload facilities and rail sidings to connect Brooklyn and Queens to the national rail network, and support the development of freight hubs across the city to optimize the distribution network and reduce miles traveled. Once fully implemented, Freight NYC is projected to eliminate up to 40 million truck miles, 71,500 metric tons of GHG emissions, and 30,000 pounds of particulate matter annually.

New York City is the hub of a regional economy. Investments in transportation infrastructure will enable its growth.

Source: EDC, DCP, DOT



- **IMPROVE LAST-MILE FREIGHT DELIVERIES**

To address growing freight and goods movement, the City's forthcoming Smart Truck Management Plan seeks to improve the safety of truck travel within New York City, foster the sustainable and responsible movement of goods, expand partnerships within the public and private sectors, and improve the efficiency of truck movement to, from, and within the City. Key strategies include incentivizing sustainable last mile freight delivery by pedal-assist bicycles and electric vehicles, exploring opportunities for microfreight distribution centers in highly congested commercial areas, promoting the development of delivery and service plans for large freight generators, and expanding the Off-Hour Deliveries Program to 900 new retail locations by the end of 2021. Shifting deliveries to off-hours can reduce delivery costs, reduce fuel consumption, improve air quality, and reduce congestion. The City estimates that if only 10 percent of freight receivers in Manhattan participate in the program, congestion during business hours can be reduced by approximately 6 percent. In addition to encouraging off-hour deliveries, the City will revise rules to cut double parking, use its role on the Traffic Mobility Review Board to reduce peak hour truck deliveries through pricing, and refine enforcement and restrictions on delivery times rules in key congested areas, while mindful of effects on local businesses.

IMPROVE THE SUSTAINABILITY AND EFFICIENCY OF AIR TRAVEL

New York City is a global point of entry and destination for tourists, business people, and immigrants. Our region's airports are gateways to the world, serving more than 130 million passengers a year. The Port Authority of NY & NJ (PANYNJ), which manages the airports, has committed to major revitalization projects for passenger terminal infrastructure at John F. Kennedy International Airport (JFK), LaGuardia Airport (LGA), and Newark Liberty International Airport (EWR). These enhancements will significantly improve the passenger experience.

However, despite substantial ongoing investments, airport capacity is nearly maxed out, limited by congested airspace and a finite number of runways. Furthermore, an outdated slot management system at JFK and LGA limits airline competition while providing perverse incentives. Finally, our region relies on an outdated, overburdened, and understaffed National Airspace System that hampers airport capacity. By some estimates, rippling delays from our region cause up to 60 percent of all nationwide delays in air travel.

As the landlord of the PANYNJ, the City should ensure airport operations meet the needs of a global city. This means expanding capacity and increasing competition to ensure affordable travel for all, while working with the airlines and other stakeholders to reduce noise and GHG emissions.

- **ENCOURAGE SUSTAINABLE ALTERNATIVES FOR AVIATION FUEL AND ELECTRIFY AIRPORT EQUIPMENT**

Air travel is the most difficult transportation mode to decarbonize because aircraft require liquid fuels. Electrification for aircraft is not yet realistic option at scale, and development timelines for new aircraft span decades, so many of the aircraft in use today will still be in use in the 2030s and 2040s. Sustainable aviation fuels can help reduce the GHG footprint of the aviation sector as other sectors electrify. Sustainable aviation fuel can reduce the life cycle of GHG emissions by up to 80 percent.

Technology currently exists to electrify most of the equipment used to service aircraft, including baggage tugs, pushback tractors, and belt loaders. Electrifying this equipment could substantially reduce GHG emissions and result in disproportionate benefits to air quality. As part of the airline lease agreements, the City recommends a phase out of the oldest and dirtiest equipment and a move to electrified equipment by 2025. Similarly, ground transportation providers such as taxis, livery cabs, and shuttle-bus operators all have substantial options for vehicle electrification.

- **ADVOCATE FOR ACCELERATED ROLLOUT OF NEXTGEN PROGRAM AND OPERATIONAL IMPROVEMENTS AT REGIONAL AIRPORTS**

For more than ten years, the Federal Aviation Administration (FAA) has been introducing elements of an ambitious program, NextGen, to reform the National Airspace System. The full rollout of NextGen across the region will reduce aircraft delays both in the air and on the ground. However, with inconsistent federal funding and only gradual adoption by airlines, rollout has been slower than anticipated. Accelerated investment in NextGen aircraft equipment will be needed to realize the full delay-reduction benefits. NextGen implementation should be coupled with a reasonable review of operating limitations, or slots, allocated at JFK and LGA to ensure takeoff and landing capacity is as efficient as possible.

Additionally, there are short-term fixes that can help reduce regional delays. Fully staffing FAA facilities would improve utilization of existing runways and airspace. Additionally, the Port Authority should continue to ensure runway rehabilitations and terminal redesigns include associated improvements to taxiways and airfield infrastructure, which can be a low-cost way to improve the configuration of its airfields and use real estate more efficiently.

- **SUPPORT IMPROVED TRANSIT ACCESS TO JFK, LGA, AND EWR**

Most global cities have fast and direct mass transit access to their major airports, and New York City should be no exception. The City will continue to work with the MTA, and the Port Authority to improve transit access to the region's airports, including the forthcoming AirTrain to LaGuardia, and PATH extension to Newark Airport.

THE PATH FORWARD

TO ACHIEVE OUR GOALS, WE MUST HAVE A PLAN AND HOLD OURSELVES ACCOUNTABLE. Here, we identify the actions that are necessary to achieve our goals, the owners of each action, and the indicators that will help us measure progress and ensure success. We are also constantly working to raise our ambitions, with several opportunities in the near future to add more detail to select indicators and targets. For further information and a complete set of interim milestones, see our detailed action plans at nyc.gov/OneNYC.

INITIATIVE #24: MODERNIZE NEW YORK CITY'S MASS TRANSIT NETWORKS		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Improve the affordability and accessibility of the subway system	DOT, MTA, DCP	Partially Funded
Improve bus network performance by expanding bus priority citywide	DOT, MTA	Partially Funded
Provide New Yorkers with more transit options	EDC	Partially Funded
INDICATORS	LATEST DATA	TARGET
Average citywide bus speeds (NYC Transit and MTA Bus Company)	8.0 mph (2018)	10.0 mph by end of 2020
Annual bus ridership (NYCT and MTA Bus Company)	724M (2018)	Increase
Annual NYC Ferry riders	4.9M (2018)	11M by 2023

INITIATIVE #25: ENSURE NEW YORK CITY STREETS ARE SAFE AND ACCESSIBLE		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Implement the Vision Zero Action Plan	DOT, NYPD	Partially Funded
Transform dangerous arterial roads into Vision Zero Great Streets	DOT	Partially Funded
Reduce fatalities and serious injuries involving fleets managed or regulated by City agencies	DCAS, TLC, BIC	Funded
Expand and increase connectivity of the bike network	DOT	Partially Funded
Enhance walkability and accessibility	DOT	Partially Funded
INDICATORS	LATEST DATA	TARGET
Traffic fatalities and serious injuries	202 (2018)	0 fatalities
Share of New Yorkers that live within 1/4 mile of the bike network	80% (2016)	90% by 2022

INITIATIVE #26: REDUCE CONGESTION AND EMISSIONS

STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Manage vehicle demand on city streets	DOT, MTA, TLC	Partially Funded
Develop a citywide network of electric charging infrastructure	DOT, MOS, Con Edison	Partially Funded
Reduce the City's fleet and lower emissions	DCAS	Budget Neutral
Incentivize commercial and fleet vehicles to reduce emissions	DOT, MOS, NYPD	TBD
INDICATORS	LATEST DATA	TARGET
Share of trips by sustainable modes (walking, biking, and mass transit)	68% (2017)	80% by 2050
GHG emissions from the transportation sector	6% reduction from 2005 baseline (2017)	Decrease by 70% by 2050

INITIATIVE #27: STRENGTHEN CONNECTIONS TO THE REGION AND THE WORLD

STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Expand regional transportation connectivity and capacity	DCP, DOT, MTA, PANYNJ, Amtrak, New Jersey Transit	Partially Funded
Modernize New York City's freight transportation network	EDC, DOT	Partially Funded
Improve the sustainability and efficiency of air travel	MOS	Budget Neutral
INDICATORS	LATEST DATA	TARGET
Share of cargo volume by rail	2% (2018)	7% by 2040
Share of cargo volume transported by water	8% (2018)	11% by 2040

For more information on the funding status of OneNYC initiatives, please see the City of New York Fiscal Year 2020 Executive Budget and Ten-Year Capital Strategy.



DON'T BLOCK
THE BOX
FINE +2 POINTS

MAIN ST

NO
TURNS
7AM-9PM
EXCEPT
BUSES

ND
ATM

NEW YORK
LOTTERY
GAMES

福州龍枝 華人服務社
347-348-8203

LIMITED

St Station

WHAT YOU CAN DO

BUILDING A STRONG AND FAIR CITY WILL REQUIRE THE HELP AND SUPPORT OF ALL NEW YORKERS. HERE ARE A FEW EASY STEPS YOU CAN TAKE.

1

TRY A NEW TRANSIT MODE. Explore your preferred mapping app or visit NYCGo to find a new transit mode for your morning commute. Take the bus, rent a Citi Bike, ride the ferry, or try out the Roosevelt Island Tramway. Learn about options for discounted rides through Citi Bike and Fair Fares.

2

BE SAFE by picking up a free bike helmet, attending a car-seat safety fitting, or participating in your local school's "We're Walking Here" challenge, and taking the #SafeDriverPledge. Use the NYC311 mobile app to make your route safer by reporting potholes or blocked sidewalks, bike lanes, or bus lanes.

3

APPLY FOR A NEW YORK CITY PEDESTRIAN PLAZA in your neighborhood Transform an underused street in your community into a vibrant, social public space. Work with your organization to apply to the NYC Plaza Program for a new plaza site in your neighborhood. Partner with DOT to operate, maintain, and manage the space as a vibrant pedestrian plaza, and help ensure all New Yorkers live within a 10-minute walk of quality open space.

For more ways you can get involved, visit [NYC.GOV/OneNYC](https://www.nyc.gov/OneNYC). Share your story of taking action on social media and tag us at [#OneNYC](https://twitter.com/OneNYC).



THE CITY OF NEW YORK
MAYOR BILL DE BLASIO

DEAN FULEIHAN
FIRST DEPUTY MAYOR

DOMINIC WILLIAMS
CHIEF POLICY ADVISOR

DANIEL A. ZARRILLI
OneNYC DIRECTOR

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