

Opportunities for Inter-Agency Coordination

DEP, DOT, and Parks often work the same blocks in the same years.

This atlas finds where the City could open the ground once, not three times.

848

MAPPED PROJECTS

21

COORDINATION HOTSPOTS

\$1.7B

CAPITAL WORK NEARBY

300 m

PROXIMITY THRESHOLD

PREPARED FOR

Terri Matthews

Director, Town+Gown : NYC

PREPARED BY

Haina Sang

Research for Public Good Scholar

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INTERACTIVE ATLAS

hs5826-bit.github.io/DDC_atlas

EXECUTIVE SUMMARY

New York rebuilds itself one block at a time, and often more than once on the same block. In a single neighborhood the Department of Environmental Protection may be replacing a sewer, the Department of Transportation may be rebuilding the street above it, and the Department of Parks and Recreation may be reconstructing the playground on the corner. Each agency plans on its own budget and its own calendar, so the same ground gets opened, paved, and opened again within a few years. On behalf of Town+Gown, this study asks a direct question: across the City's current capital plan, where does this work fall close enough together, in space and in time, to be coordinated?

To answer it, every mapped DEP, DOT, and Parks project in the City's Capital Projects Database was placed on a single map and narrowed to the **848 projects** scheduled to begin between fiscal years 2020 and 2026. We then measured how close each project sits to work by another agency. Projects within 300 meters of a cross-agency neighbor were flagged and grouped into clusters. The result is an interactive atlas, now published online, that lets staff move from a citywide view down to any single project and the coordination context around it.

Fifty-six of those projects fall inside a coordination zone, and they gather into **21 hotspots** spread from the north shore of Staten Island to the Bronx. Two findings stand out. First, Parks takes part in every cross-agency pairing on the map, which makes it the natural agency to bring the others to the table. Second, DEP and DOT never appear within 300 meters of one another as points, a result that says more about how the data is drawn than about what is happening on the street, and one worth a closer look. In all, close to **\$1.7 billion** of capital work sits inside these zones. Coordinating even a handful of them would spare neighborhoods a second or third round of construction and let agencies share trenches, closures, and staging.

The recommendation is to treat these 21 zones as a standing coordination list rather than a one-time finding, and to begin with the five strongest cases set out below.

1 Background and purpose

Town+Gown exists to connect the City's built-environment problems with the research that can help solve them. Coordination between capital agencies is one of those problems, and a costly one. When the same street is opened and restored more than once, the cost is paid three ways: in dollars, through duplicated mobilization, restoration, and traffic control; in disruption, when residents and businesses live through repeated rounds of construction; and in public trust, when people watch a freshly paved road torn up again a few months later.

DDC manages capital projects on behalf of many client agencies, which puts it in an unusually good position to see these overlaps coming. The practical difficulty is knowing where to look first. The City's capital plan contains thousands of projects across more than a dozen agencies, and the conflicts are not obvious from any single agency's list. This study builds a repeatable way to surface the overlaps from the City's own capital data, and to put them in front of the people who can act on them before the first crew arrives.

2 Data

All project information comes from the New York City Department of City Planning's **Capital Projects Database (CPDB)**, specifically the mapped point layer *cpdb_projects_pts*, version *fisa_2026*. CPDB renders the capital projects reported in the City's Capital Commitment Plan, which the Office of Management and Budget publishes three times a year alongside the Preliminary, Executive, and Adopted Capital Budgets. A capital project is a physical public improvement, a sewer, a road, a park, above a set value and with a useful life of several years. The mapped layer covers the subset of projects that City Planning has geocoded, so it represents a portion of total planned spending rather than every line in the plan.

The full extract holds 2,602 mapped projects across more than a dozen managing agencies. This study scopes to the three Town+Gown agencies of interest, then filters to projects whose earliest planned date falls in fiscal years 2020 through 2026. Because New York fiscal years run July through June, a project's fiscal-year start is the calendar year of its earliest date for January-to-June dates, and the following year for July-to-December dates. That filter yields **848 projects: 65 from DEP, 62 from DOT, and 721 from Parks**.

Before any analysis, the working data was checked against the original City Planning shapefile. The coordinate system, the project counts by agency, and the individual project identities all match exactly, and the fiscal-year field reproduces with no discrepancies. The data behind this report is a faithful subset of the source.

3 Method

The analysis has four steps. First, projects are filtered to the three agencies and the FY2020–2026 window. Second, each project is measured against every project from the other two agencies, and any cross-agency pair within a set distance is recorded. Third, the flagged projects are grouped into clusters, so that a run of nearby projects reads as one coordination area rather than a scatter of separate pairs. Fourth, everything is published as an interactive web map.

Why 300 meters

The choice of distance matters, so it was tested rather than assumed. At 50 meters — roughly the short side of a Manhattan block, almost nothing turns up. The reason is in the data: CPDB stores most projects as a single point, while the real work is usually linear, running the length of a sewer main or a resurfacing corridor for hundreds of feet. A single point understates how much ground a project actually occupies. Widening the threshold recovers that footprint, as the figure below shows.

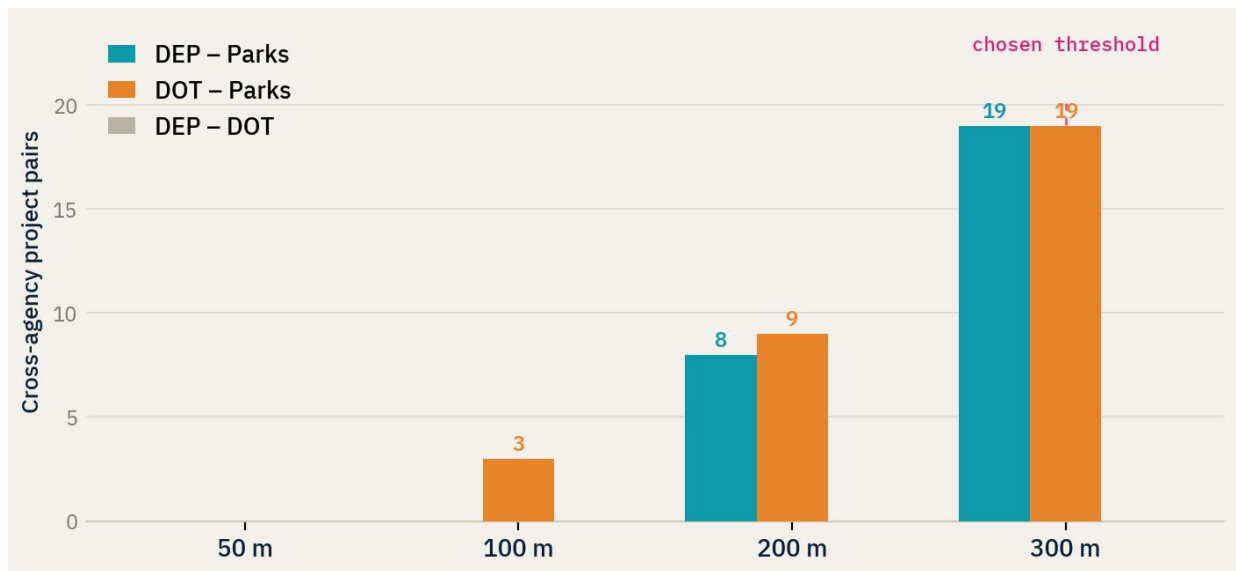


Figure 1. Cross-agency project pairs found at increasing search distances, FY2020–2026. DEP–DOT stays at zero throughout — a pattern examined in Section 4.

At 300 meters the pattern becomes legible without becoming noise. That distance is a reasonable stand-in for the area a construction project disturbs once staging, lane closures, and detours are counted, and it is close enough that two jobs would plausibly share a work zone. Fifty and 100 meters were too tight for point data of this kind, and distances beyond 300 meters began to link projects that share a neighborhood but not a work site. The fiscal-year start of every project is carried through the analysis, so timing is visible on the map and can sharpen priorities, even though closeness in space is what defines a coordination zone here.

4 What the map shows

Of the 848 projects, 56 sit within 300 meters of work by a different agency. Those gather into 21 hotspots, and the hotspots are not concentrated in one part of the city. They run from the north shore of Staten Island through Brooklyn and Manhattan to Queens and the Bronx, which means coordination is a citywide habit to build, not a single neighborhood's problem.

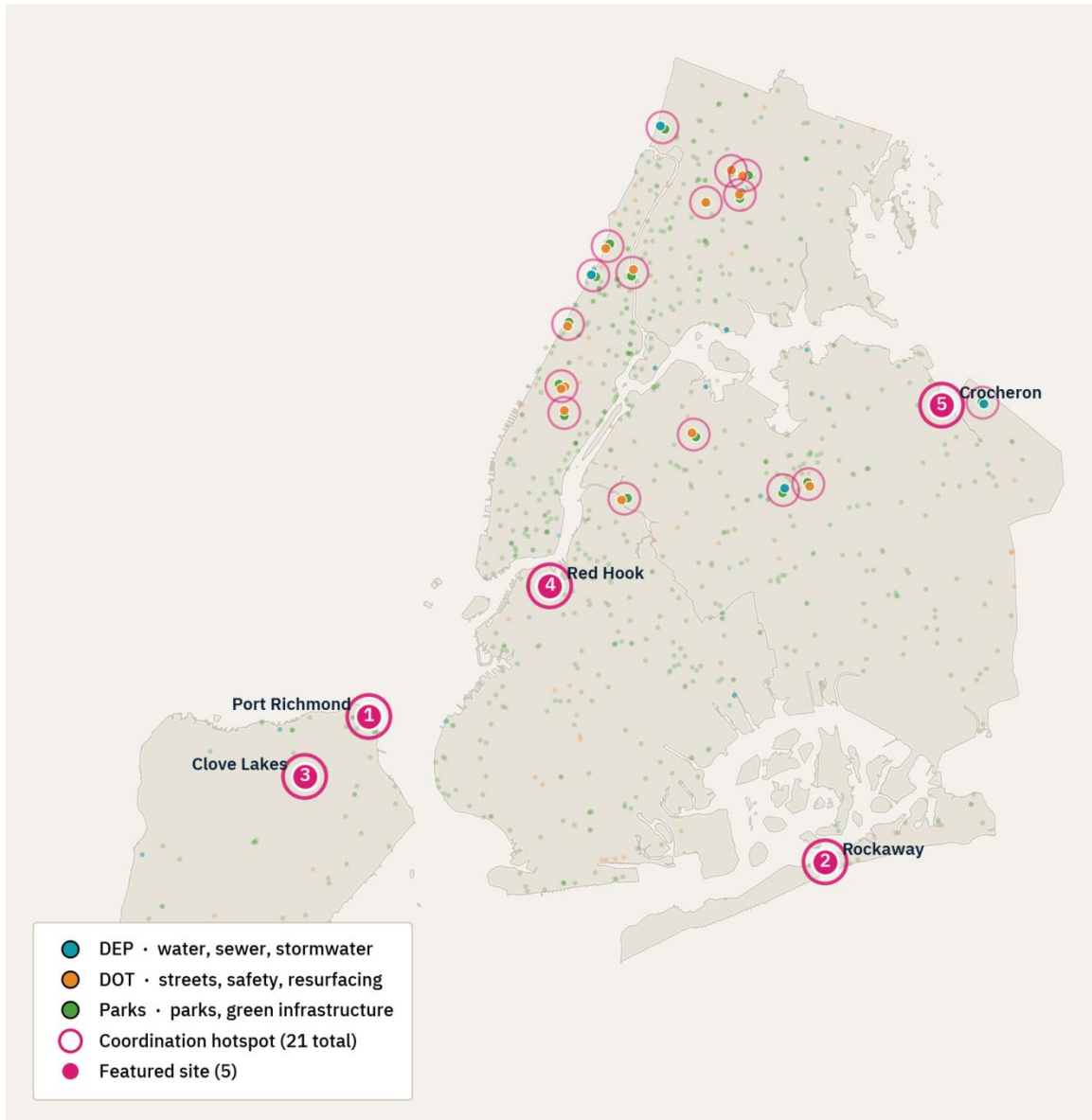


Figure 2. The 848 projects by agency, with the 21 coordination hotspots and the five featured sites numbered. Explore the live version at hs5826-bit.github.io/DDC_atlas.

The pairings themselves tell a clear story.

Agency pair	Projects within 300 m
DEP and Parks	19
DOT and Parks	19
DEP and DOT	0

Table 1. Cross-agency proximity pairs at 300 meters, FY2020–2026.

Parks is the common thread

Parks appears in every cross-agency pairing on the map. That is partly a matter of volume, Parks has by far the most mapped projects, but it is also telling. Park reconstructions, green infrastructure,

and esplanade work reshape the same ground that DEP and DOT have to open and repave. In practice this makes Parks the natural agency to convene the others, and it suggests that a quick check against the Parks pipeline would catch most coordination opportunities early.

DEP and DOT never meet, and that is worth a second look

Not one DEP project sits within 300 meters of a DOT project as a point. On its face that is surprising, because underground utility work and roadway work are the textbook pairing for digging once. The likely explanation is the point geometry again: both a sewer line and a road resurfacing are long and linear, and reducing each to a single point can place two genuinely overlapping corridors far apart. This finding should be read as a flag, not a conclusion. Before anyone treats it as evidence that DEP and DOT rarely conflict, the pair should be re-tested with the projects' line geometry rather than their points.

5 Five places to start

The 21 hotspots are not equal. Some are a single pair of projects a few hundred feet apart; others bring several projects and tens or hundreds of millions of dollars into one small area. The five below were chosen as the strongest cases by size and clarity, and for the range they cover: different boroughs, different agency mixes, and different reasons a coordinator would care. Each one is a real opportunity, and each one points at a slightly different City priority.

5.1 Port Richmond, Staten Island

DEP and Parks · about \$354M nearby

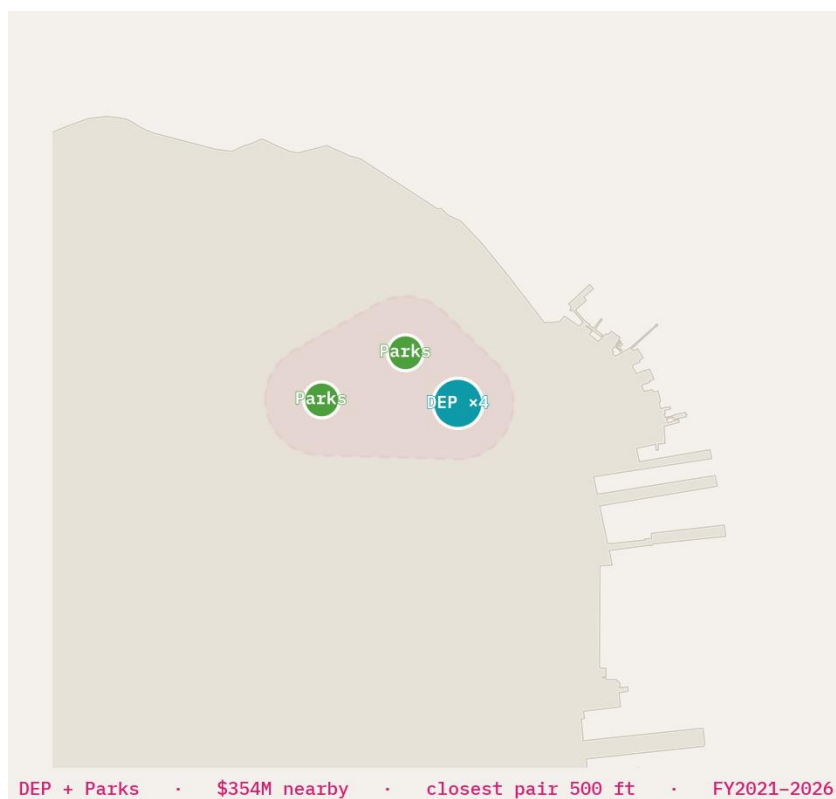


Figure 3. Port Richmond, a near-complete rebuild of the DEP wastewater plant beside two Parks reconstructions.

On the north shore of Staten Island, DEP has begun one of the larger jobs in its current plan, a near-complete rebuild of the Port Richmond wastewater plant. Over several years and more than \$350 million, it is replacing the power, aeration, settling, and digester systems almost end to end. About 500 feet away, Parks is reconstructing Lt. Lia Playground and the St. George dog run.

A plant overhaul of this size will hold local truck traffic, lane closures, and staging for years, and the north shore already carries more than its share of the borough's heavy infrastructure. The opportunity here is less about merging two projects than about protecting a neighborhood. If the Parks schedules and haul routes are planned around the plant work from the start, residents face one long construction season instead of two that pile on top of each other.

5.2 Rockaway, Queens

DEP and Parks · about \$281M nearby · coastal resilience

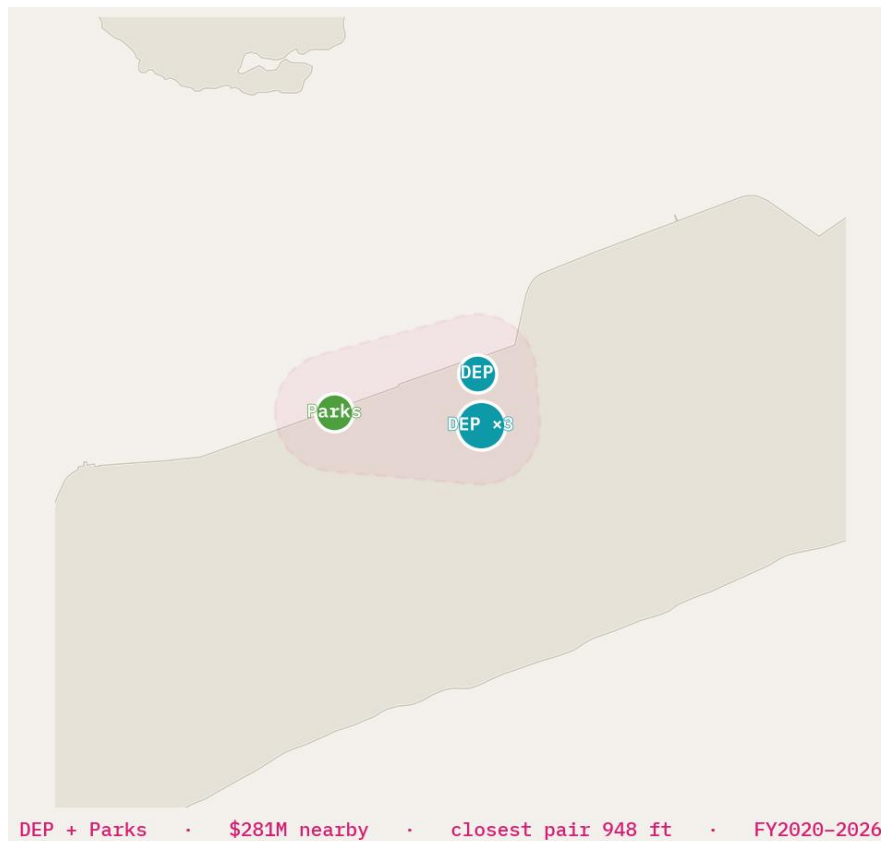


Figure 4. Rockaway, five projects overlapping on the same vulnerable stretch of shoreline.

Few places in the city carry the memory of Hurricane Sandy the way the Rockaways do, and few have as much riding on what gets built along the water's edge. Five projects now overlap on the same stretch of shoreline. DEP is replacing the main sewage pumps, redoing power distribution, and rebuilding the fender and bulkhead at the Rockaway plant, work that is as much about storm protection as routine repair. A short distance away, Parks is improving the Beach 108th esplanade, part of the public waterfront that took the brunt of the 2012 surge.

Both sets of work touch the same vulnerable line between the neighborhood and the bay. Treated

separately, they are two waterfront disruptions a few years apart. Treated together, they are a chance to think about shoreline access, flood protection, and construction staging as one resilience effort, exactly the kind of joined-up planning the Rockaways have been promised since the storm.

5.3 Clove Lakes Park, Staten Island

DOT and Parks · the tightest cluster on the map



Figure 5. Clove Lakes, four projects inside a single park, the closest cluster in the study.

Clove Lakes is the closest cluster in the entire study, a little over 300 feet from one end to the other, and everything in it happens inside a single park. DOT is rebuilding the bridge that carries traffic over the dam at the north end of the lake, while Parks rehabilitates the walking paths and installs green infrastructure to manage stormwater around the parking lot.

Four projects, one park, one set of fences and detours to put up and take down. This is the cleanest operational case in the report for opening the ground once and finishing the work together. It is also a quiet example of agencies already pulling in the same direction, since the Parks green infrastructure here serves the same stormwater goals that drive much of DEP's work elsewhere. A coordinator could treat Clove Lakes as a single park project with three owners rather than three projects that happen to share a fence line.

5.4 Commodore Barry Park, Brooklyn

DEP and Parks · equity and scarce open space



Figure 6. Commodore Barry Park, a full park reconstruction beside Red Hook plant resilience work.

The plant in this cluster is named for Red Hook, but the work sits on the East River edge of the Brooklyn Navy Yard, in Vinegar Hill. The Red Hook facility is one of the city's fourteen treatment plants and a focus of climate-resilience work since Sandy, and DEP is now rehabilitating its disinfection system. A short walk inland, Parks is fully reconstructing Commodore Barry Park.

This is a dense, mixed part of Brooklyn with public housing nearby, and Commodore Barry is one of its few large pieces of open space. Open space that scarce is worth protecting from avoidable disruption. Sequencing the two jobs means residents give up their park to construction once rather than twice, and it keeps the strain of living beside heavy infrastructure from landing in the same months. In a neighborhood that already shoulders a treatment plant on its waterfront, coordinating the timing is partly a question of fairness.

5.5 Crocheron Park, Queens

DOT and Parks · the easy win, already aligned

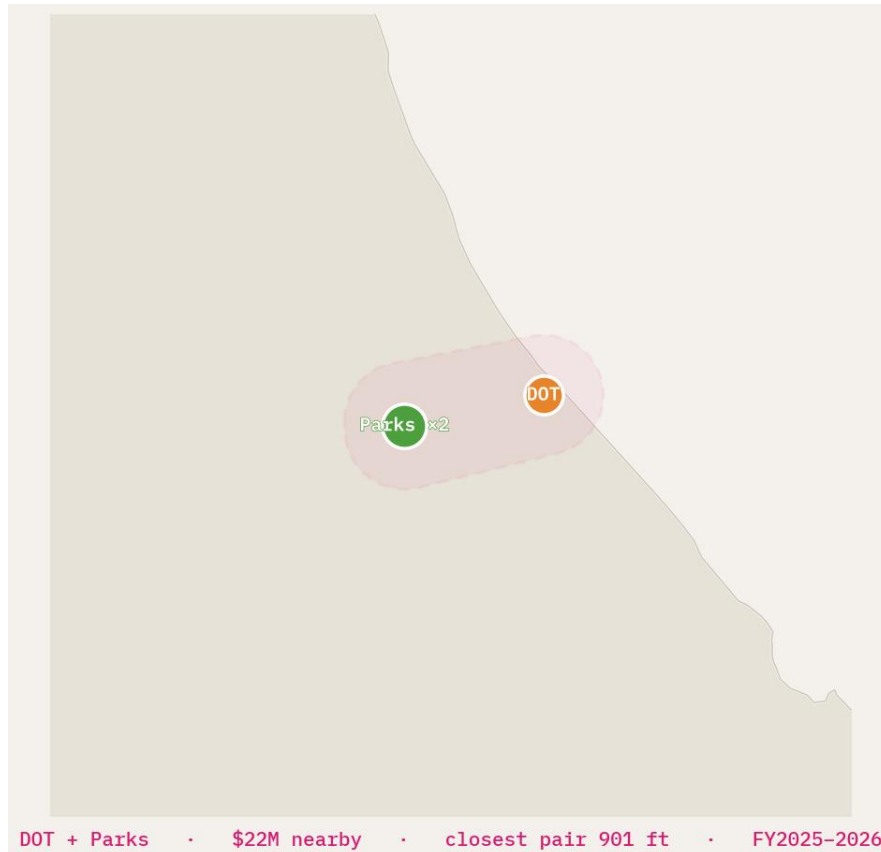


Figure 7. Crocheron Park, three projects already aligned in FY2025–2026, the quickest win on the map.

If the City wanted to prove the idea quickly, Crocheron Park in Bayside is where to do it. A DOT pedestrian bridge and two Parks projects: a playground rebuild and a gazebo reconstruction, all sit inside the park, and all of them fall in fiscal years 2025 and 2026.

The hardest part of coordination, lining up the calendars, is already done here. What remains is to agree on a single work window and one staging plan before the first crew arrives. A small, visible success at a site like this is worth more than its budget suggests, because it gives DDC and the agencies a concrete example to point to when they make the case for coordinating the larger and harder sites.

6 Recommendations

- **Treat the 21 zones as a standing list, not a one-time finding.** The overlaps will shift as the capital plan is updated, so the value is in checking them regularly, not in this single snapshot.
- **Check the Parks pipeline first.** Parks takes part in every coordination pair on the map. A quick comparison against current Parks projects will catch most opportunities early, while there is still time to adjust schedules.
- **Re-test DEP and DOT with line geometry before concluding there is no conflict.** The zero result between these two agencies is almost certainly an artifact of point data. Their projects are linear, and a corridor-based test is likely to reveal overlaps that points miss.

- **Move on the schedule-aligned sites this cycle.** Where the calendars already match, as at Crocheron, coordination is mostly a matter of agreeing on one work window. These are the quickest wins and the best demonstrations.
- **Pilot one coordination end to end and write down what it saved.** A single documented example, ideally at one of the five featured sites, turns the idea from a map into evidence DDC can use with OMB and the client agencies.

7 Where this goes next

This study is a starting point, built to be handed off and extended. A few directions would make it stronger:

- **Use line geometry.** Re-running the proximity analysis on project corridors rather than single points would capture the linear overlaps that matter most, especially between DEP and DOT.
- **Widen the agency set.** The same method applies to the other agencies in CPDB, including DDC's own projects, SBS, and HPD. Three agencies were enough to prove the approach; the full plan would show the complete picture.
- **Keep it current.** OMB publishes a new Capital Commitment Plan three times a year. Refreshing the atlas on that cadence would keep it useful rather than letting it date.
- **Ground-truth a hotspot.** Walking one site with the agencies and recording what coordination would actually change, in cost, schedule, and disruption, would put real numbers behind the opportunity.

8 Data source and limitations

Source. NYC Department of City Planning, Capital Projects Database (CPDB), mapped point layer `cpdb_projects_pts`, version `fisa_2026`. CPDB is built from the City's Capital Commitment Plan, published by the Office of Management and Budget. The mapped layer covers the geocoded subset of CPDB projects.

Scope. DEP, DOT, and Parks projects with a fiscal-year start between 2020 and 2026, totaling 848 projects. Distances are measured in a projected coordinate system; the 300-meter threshold is described in the Method section.

Limitations. Three considerations should travel with these findings. Geometry is point-based, and most projects are reduced to a single representative point, so the proximity counts are approximate. Real projects are often linear, which means point measurement can both miss and overstate overlaps — the DEP and DOT result is the clearest example. And this study covers three of the more than a dozen agencies in CPDB by design, so it describes a meaningful slice of the City's capital work rather than the whole of it.

APPENDIX

All 21 coordination hotspots

Sorted by number of projects, then by how tightly the projects cluster. The five featured sites are shaded. Areas are labeled from the project descriptions.

#	Area	Agencies	Proj.	Closest (ft)	Fiscal years	Budget
1	Port Richmond, Staten Island	DEP + Parks	6	500	FY21–26	\$354M
2	Rockaway, Queens	DEP + Parks	5	948	FY20–26	\$281M
3	Clove Lakes Park, Staten Island	DOT + Parks	4	313	FY22–26	\$10M
4	Commodore Barry Park, Brooklyn	DEP + Parks	4	450	FY20–26	\$45M
5	Crocheron Park, Queens	DOT + Parks	3	901	FY25–26	\$22M
6	Bronx Fencing	DOT + Parks	3	407	FY24–26	\$23M
7	Theodore Roosevelt	DOT + Parks	3	679	FY20–26	\$46M
8	Udalls Cove & Nature Preserve	DEP + Parks	2	478	FY25–26	\$26M
9	Sixty Two	DEP + Parks	2	740	FY22	\$14M
10	St. Michael's Synthetic Turf	DOT + Parks	2	808	FY20	\$43M
11	Seton Adult Fitness Area	DEP + Parks	2	868	FY22	\$18M
12	Blissville Vet Memorial	DOT + Parks	2	973	FY26	\$15M
13	Washington Basketball Court	DOT + Parks	2	268	FY20–25	\$35M
14	Frisch Field, Bronx Park	DOT + Parks	2	289	FY20–22	\$36M
15	FMCP – Meadow Lake Creek	DOT + Parks	2	629	FY24–26	\$29M
16	Riverside – Critical Drainage	DOT + Parks	2	648	FY22–25	\$355M
17	Riverside M071	DEP + Parks	2	740	FY22–25	\$158M
18	Arsenal: Fire Alarm	DOT + Parks	2	832	FY20–25	\$8M
19	Bronx Park – Installation	DOT + Parks	2	834	FY24–26	\$102M
20	Fort Washington – Lily Brook	DOT + Parks	2	890	FY20–24	\$53M
21	Percy E. Sutton, MG	DOT + Parks	2	968	FY22–26	\$17M

Explore the full interactive map at hs5826-bit.github.io/DDC_atlas