

“NEW” NEW YORK: MAKING NEW YORK WORK FOR EVERYONE

PARTNER AGENCIES & OFFICES

INTRODUCTION

The COVID-19 pandemic upended how and where New Yorkers work, disrupted business districts, and laid bare and exacerbated harmful inequities among the City’s residents. At the same time, the COVID-19 pandemic provided both the urgency and the opportunity to address and combat these inequities. While the City necessarily dedicated years of action to recover from the fallout of this specific economic crisis, this chapter now reports the City’s comprehensive efforts to foster a more equitable and thriving global center of commerce and culture.

New York City’s success over the centuries has been defined by its ability to adapt and convert crises into opportunities. However, as demonstrated by the economic success of the years following the financial crisis of 2009, these responses have failed to equitably distribute the benefits of success to all New Yorkers—and failed to give all the City’s residents a real chance to participate in and benefit from economic growth and prosperity.

Thus, the “New” New York Panel was brought together by the City and New York State, comprised of 59 community and business leaders who were charged with creating an agenda for investments, legislation, development projects, infrastructure, and long-term, transformative initiatives. The resulting action plan, “Making New York for Everyone,” released on December 14, 2022, lays out 40 initiatives across three primary goals to make New York City the best place to work and live in the world:

1. Reimagine the City’s business districts as vibrant, 24/7 destinations anchored by new public spaces, transforming them into attractive places for workers, companies, residents, locals, and tourists alike.
2. Make it easier for New Yorkers to get to work by ensuring faster commutes into Manhattan, developing economic hubs across every borough in the City, or creating new remote work options for New Yorkers whose homes are not equipped to take advantage of these new, more flexible opportunities.
3. Generate inclusive, future-focused growth that positions New York City to lead the emerging industries of the 21st century and unlock the economic potential of all its residents by connecting them to jobs of the future, expanding access to child care, dramatically increasing the housing supply, investing in urban innovation, and ensuring access to opportunity is fair and equitable.

Implementation is underway for all 40 initiatives. Roughly one-third of initiatives have been completed but more work remains. To measure progress, this chapter includes performance indicators sourced from an array of City agencies to demonstrate progress. In Fiscal 2025, its third year of implementation, “New” New York initiatives across all five boroughs have strengthened the City’s commitment to enhancing public spaces, advancing neighborhood rezonings, investing in cultural institutions, fostering urban innovation, and expanding access to child care. Further work is needed to increase bus lane production, advance Minority and Women-owned Business Enterprises (M/WBE) cross-certifications between the City and State, build more housing, invest in additional public realm partnerships, and activate storefronts in districts with persistently elevated retail vacancy.



SBS

EDC

DCLA

ACS

HPD

DYCD

DOT

DSNY

DOB

DCP

NYCHA

Housing
Development
Corporation (HDC)

Metropolitan
Transportation
Authority (MTA)

OVERALL OUTCOME METRICS

The average labor force participation rate in Fiscal 2025 remained steady at approximately 62 percent, consistent with Fiscal 2024. From Fiscal 2024 to Fiscal 2025, the Latinx labor force participation rate improved by over two percentage points to 60 percent. The Black labor force participation rate worsened slightly, dropping almost one percentage point to 58 percent. The female labor force participation rate continues to be the lowest across all categories at 57 percent. The unemployment rate citywide stayed relatively consistent at 5.2 percent in Fiscal 2025. The unemployment rate for Black New Yorkers reached 8.3 percent, slightly higher than in Fiscal 2024. Total private sector employment increased from Fiscal 2024 to a record-setting 4.22 million jobs. Manhattan office vacancy remains elevated at 15 percent.

Performance Indicators	Agency	Actual					Target		Trend	
		FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Labor force participation rate (%)	EDC	59%	60%	61%	62%	62%	*	*	Neutral	Up
BIPOC labor force participation (%)	EDC	57%	58%	59%	59%	59%	*	*	Neutral	Up
Black labor force participation (%)	EDC	54%	56%	59%	59%	58%	*	*	Neutral	Up
Latinx labor force participation (%)	EDC	57%	59%	57%	58%	60%	*	*	Neutral	Up
Female labor force participation (%)	EDC	52%	55%	56%	56%	57%	*	*	Neutral	Up
Male labor force participation (%)	EDC	65%	66%	66%	67%	67%	*	*	Neutral	Up
Unemployment rate (%)	EDC	12.9%	7.6%	5.0%	4.9%	5.2%	3.7%	3.7%	Down	Down
Black unemployment rate (%)	EDC	11.9%	10.1%	9.1%	8.2%	8.3%	*	*	Down	Down
Total private sector employment	EDC	3,532,475	3,844,000	4,064,000	4,137,000	4,222,000	*	*	Up	Up
Foot-traffic in business districts (% of Pre-COVID level)	EDC	51%	75%	83%	86%	88%	100%	100%	Up	Up
Manhattan office vacancy (%)	EDC	10%	13%	14%	15%	15%	10%	10%	Up	Down

★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None

Labor force participation data is a result of EDC's analysis of the U.S. Bureau of Labor Statistics' Current Population Survey (CPS) Microdata and Local Area Unemployment Statistics (LAUS). Manhattan office vacancy metrics come are sourced from Costar.

REIMAGINE NEW YORK'S COMMERCIAL DISTRICTS AS VIBRANT 24/7 DESTINATIONS

The work of reimagining commercial districts aims to shed old ideas about single-use business districts and support their evolution into great places where people live, work, and play. This includes making sure the City's and State's regulatory environments create enough flexibility for land and building use, encouraging investments in beautiful public space, improving quality of life, and creating new reasons to visit business districts. The following is a summary of key efforts during Fiscal 2025:

ALLOWING FLEXIBILITY TO REPURPOSE SPACE

Zoning updates and redevelopment projects help repurpose underutilized areas into vibrant mixed-use hubs. This enables thousands of new homes, public spaces, and expanded cultural and commercial opportunities that foster vibrant, 24/7 communities.

- Midtown South Mixed-Use (MSMX) Plan:** The MSMX Plan was certified at the City Planning Commission Review Session in January 2025. The MSMX Plan is a key component of the broader Manhattan Plan—an initiative to add 100,000 new homes to the borough over the next decade, and will create 9,700 new homes, of which 2,800 will be permanently income-restricted, across 42 Midtown Manhattan blocks. The plan received favorable recommendations from Manhattan Community Board 5, the Manhattan Borough Board, and the Manhattan Borough President in spring 2025, followed by approval by the City Planning Commission in June 2025.

- **Meatpacking District Revitalization:** In January 2025, the City released a request for proposals (RFP) for a housing development in Manhattan’s Meatpacking District that will include up to 600 mixed-income housing units, half of which will be affordable for low-income individuals. The RFP also outlined potential streetscape redesigns, in addition to sustainability and resiliency measures. The City is in the process of reviewing RFPs and plans to select one by the end of Calendar 2025.
- **Office Conversions:** The Office Conversion Accelerator—which provides building owners with a single point of contact within city government to help ensure office conversion projects can be completed in a Code-compliant and timely manner—continued to expedite the conversion of office buildings to housing. This includes the completion of 588 housing units at the Pearl House in the Financial District of Manhattan, which received its completed certificate of occupancy in the first quarter of Fiscal 2025, and 25 Water Street in the Financial District, which is close to final elevator inspection and contains 1,320 units, and 330 affordable units. Two additional projects through the Accelerator program have started construction including 77 Water Street with a total of 625 units and 156 affordable units, along with 80 Pine Street which has 500 units in total. Additional projects are already in the conversion pipeline, including 222 Broadway in Manhattan, projected to create around 798 housing units, 95 Madison Avenue in Manhattan, projected to create 75 housing units, and 176 Remsen Street in Brooklyn, projected to create 747 units. Others which have reached completion include 55 Broad Street with 571 total units, and 143 affordable, and 90 John Street with 114 total units.
- **100 Gold Street Conversion:** In March 2025, the Economic Development Corporation (EDC) and the Department of Housing Preservation and Development (HPD) announced the release of a RFP for the transformation of 100 Gold Street, a City-owned site in Manhattan, into a mixed-income residential building, which is expected to provide more than 1,000 mixed-income units, at least 25 percent of which must be affordable. The building currently houses several City agencies, including HPD and the Department of Citywide Administrative Services (DCAS), that will receive new office space. Proceeds from the project will be used to relocate the building’s existing older adult center. Additionally, in May 2025, the City announced the upcoming conversion of 5 Times Square, a project which will repurpose nearly one million square feet of underutilized office space to create roughly 1,250 homes, including 313 affordable units, while preserving over 37,000 square feet of retail.

ENHANCING PUBLIC SPACE

In Fiscal 2025, 404,139 square feet of pedestrian space were installed, 17 percent less than in Fiscal 2024. Despite this decrease, recent projects, including the redesigns of several avenues and streets, parks and plazas, continue to transform key Manhattan corridors into pedestrian-focused public spaces. These initiatives expand and add sidewalks, greenery, seating, and safety features, and create plazas and shared streets, fostering accessibility and sustainability.

- **Fifth Avenue Redesign:** In Fiscal 2025, the Future of Fifth Partnership unveiled a plan to transform Manhattan’s Fifth Avenue (between Bryant Park at 42nd Street and Central Park at 59th Street) into a world-class pedestrianized boulevard. In December 2024, the City announced an initial investment in this project of \$152.7 million, and in May 2025, it announced an additional \$250 million investment, bringing the project’s total budget to \$402 million. This redesign, the first in Fifth Avenue’s 200-year history, will redistribute space from cars to the public by reducing vehicle lanes (from five to three), expanding sidewalks (from 23 to 33.5 feet wide), (from 23 to 33.5 feet), and adding seating. The project also aims to mitigate urban heat and prevent flooding, adding 20,000 square feet of plantings and 230 trees. The project supports over 300,000 jobs and \$111.5 billion in economic output, which Fifth Avenue sustains annually. Through increased property and sales tax revenues, the project is expected to pay for itself within five years.
- **Park Avenue Enhancements:** In August 2024, DOT introduced planned streetscape enhancements on Park Avenue, Manhattan (between East 46th and 57th Street), including safer pedestrian crossings, expanded medians, public seating options, and provisions for concessions. The first block to undergo these changes—Park Avenue between East 47th and 48th Street—is expected to be opened to the public in Calendar 2025.
- **Broadway Vision:** DOT completed the latest phase of Broadway Vision in September 2024—a plan that seeks to reclaim and transform public spaces along the storied boulevard, from Union Square to Columbus Circle, adding a public plaza, a two-lane bike highway, narrowed intersections, and remodeled curbs to improve safety and access on Broadway between East 17th and East 21st Street.

- **Gotham Park/The Arches:** In November 2024 and in June 2025, the City opened newly revitalized portions of The Arches, a long-shuttered public space on the Manhattan side of the Brooklyn Bridge, and announced \$50 million in additional funding to improve the public space. The investment will add additional amenities, including public seating, plantings, and lighting.
- **Vital Parks for All/We Outside Summer:** In May 2025, the Department of Parks and Recreation (NYC Parks) and the Department of City Planning (DCP) announced a new effort to transform vacant, abandoned lots into parkland, playgrounds, and open spaces in 19 targeted community districts that currently lack such resources. Moreover, NYC Parks plans to acquire new parkland through land transfers from other agencies. These efforts are part of the City's \$80 million commitment to expanding New Yorkers' access to green spaces, which has resulted in an additional 86 acres being added as parkland since January 2022.
- **Union Square-14th Street District Vision Plan:** In June 2025, the City allocated funding in the Fiscal 2026 Adopted Budget through a public-private partnership to commission a redevelopment design study that evaluates economic development opportunities and public space improvements on 14th Street in Manhattan.
- **Pershing Square Plaza:** In May 2025, the City completed the final phase of Pershing Square Plaza, creating a new multi-purpose public space that invites pedestrian activity and supports local businesses. New additions include tables and public seating, a Citi Bike station, Americans with Disabilities Act (ADA)-compliant pedestrian ramps, trees and planters, and over 20,000 square feet of public space. The project also added wayfinding signage, new pedestrian signals, upgraded streetlights and traffic signals, water and storm sewer upgrades, and catch basins.

QUALITY OF LIFE IMPROVEMENTS

Efforts to enhance community and business districts during Fiscal 2025 included significant investments and initiatives across multiple agencies. Small Business Services (SBS) facilitated almost \$47 million in financial awards through 563 grants to 488 businesses, supporting economic growth and stability. Moreover, SBS gave financial awards valued at more than \$9.6 million to 92 community-based development organizations. These investments align with broader initiatives to improve small business support, elevate sanitation standards, invest in community spaces, and foster cultural development. Additionally, EDC leveraged more than \$1.9 billion on closed New York City Industrial Development Agency (NYCIDA) projects, more than double than in Fiscal 2024. NYCIDA helps businesses and registered nonprofits meet financing needs for property acquisition, expansion, new equipment, renovation, and working capital.

- **Neighborhood Development Grants and Funding:** In February 2025, SBS opened applications for \$5.3 million in new grant funding for projects that promote commercial corridor and neighborhood revitalization projects. These efforts build on over \$40 million invested in neighborhood development since Calendar 2022.
- **Waste Containerization:** In July 2024, the Department of Sanitation (DSNY) launched NYC Bin, a program offering affordable, secure garbage bins with wheels to property owners. In June 2025, DSNY completed its installation of roughly 1,100 large on-street containers, known as Empire Bins, which serve over 29,000 households in the West Harlem pilot area, making Manhattan Community Board 9 the first neighborhood in North America to containerize 100 percent of its waste.
- **Dining Out NYC Program and Marketplace:** The Dining Out NYC program, managed by the Department of Transportation (DOT), regulates outdoor dining setups to better integrate them into public spaces by requiring that all food establishments with outdoor dining have a permit. In Fiscal 2025 DOT received 4,051 applications for permits, up significantly from last year. The 2025 season of Dining Out NYC officially began in April 2025 and after three months is already more than twice the size of the pre-COVID program, with nearly 1,000 roadway and 2,000 sidewalk cafes issued or conditionally approved for licenses for immediate use. Applications remain open year-round, and many restaurants with pending applications may operate provisionally in the meantime. As of the end of Fiscal 2025, over 3,000 set-ups are allowed to operate on NYC streets and sidewalks. Also in April 2025, DOT and the State Liquor Authority announced that liquor sales will be permitted at approved sites. In January 2025, DOT also launched the Dining Out NYC Marketplace, which provides businesses with affordable equipment rentals, allowing food establishments to participate in the program without needing to find storage for their setups during the off-season.

- **Operation Padlock to Protect:** In May 2025, the City announced that it had closed nearly 1,400 illegal cannabis businesses and seized over \$95 million in illegal products over the previous year. This progress has been made in part due to Operation Padlock and Protect, which gives law enforcement the ability to inspect smoke and cannabis shops and padlock those caught unlawfully selling cannabis. The City is working to convert those storefronts into legal, small businesses.
- **Get Sheds Down Initiative:** Sidewalk sheds are temporary construction equipment that cover sidewalks to protect pedestrians and property against falling debris, and although they perform an important public safety function, they also block light, narrow the sidewalk, obscure business signs, collect garbage and grime, and impede access to adjacent properties. In April 2025, a historic package of bills passed by the New York City Council strengthened the Department of Buildings' (DOB) regulatory powers over scaffolding and sheds, including measures establishing new penalties, compelling property owners to complete building repairs in a timely manner and remove sheds more quickly, and reducing the duration of sidewalk shed permits. DOB made progress in improving pedestrian conditions by removing 227 miles of sheds in Fiscal 2025, creating safer and more accessible sidewalks.

PROVIDE NEW REASONS TO GO TO BUSINESS DISTRICTS

Throughout Fiscal 2025, the City made progress in revitalizing its commercial corridors, creating new opportunities and reasons to visit business districts. The retail vacancy rate, a key measure of business district health, improved to 11.15 percent in Fiscal 2025, down from 11.41 percent in Fiscal 2024 and marking the second consecutive fiscal year of improvement. Moreover, tourism in New York City has been booming, with nearly 65 million visitors in Calendar 2024, the second-highest figure in history. Several initiatives during Fiscal 2025 contributed to this progress.

- **Storefront Activations:** The City, in partnership with Art on the Ave NYC and Chashama, helped to activate 23,000 square feet of vacant City-owned storefront space just two blocks north of City Hall at 2 Lafayette Street in Manhattan. The space is now being used by numerous artists as a collaborative studio and exhibition space. Due to the success of this effort, SBS has activated two additional storefronts in the Lower East Side, Manhattan and East Williamsburg, Brooklyn in summer 2025 as part of its Building Creative Capacity Project. Moreover, the Van Alen Design Sprint program provided select community-based organizations with capacity building and design support to address issues related to storefront vacancies in their neighborhoods. Organizations were selected in spring 2025 after applying for this program in the fall. The final projects redesigned the exteriors of four vacant storefronts in Lower Manhattan and Williamsburg, Brooklyn, and were on view to the public in June 2025.
- **Investments in DCLA's Cultural Institutions Group and Cultural Development Fund:** In Fiscal 2025, the Department of Cultural Affairs (DCLA) awarded a record \$154.4 million in operational support to the 34 Cultural Institutions Group members across the five boroughs, a 22 percent increase from Fiscal 2024. The Department also awarded 1,078 program organizations with Cultural Development Fund payments, a five percent increase over last fiscal year.
- **NYC Create in Place:** In December 2024, DCLA announced the NYC Create in Place program, which aims to safeguard and support community-based cultural and creative spaces. The Create in Place team hosted an interagency roundtable in May 2025, where stakeholders and partner agencies were able to discuss their challenges, goals, and ideas. The Create in Place team has also hosted four webinars for over 600 registrants and has engaged with 54 local businesses and community organizations seeking support.
- **DOT's Open Streets and Summer Streets:** In March 2025, DOT opened a call for programming partners and artists for the 2025 iteration of Summer Streets, which promotes small-scale pedestrian activity across nearly 20 miles of City streets in all five boroughs over the course of five Saturdays in July and August. The 2025 Open Streets season, of which Summer Streets is a main component, officially began in April with the City's largest-ever Car-Free Earth Day celebration, spanning 54 streets across all five boroughs.
- **DOT's Art Community Commissions Initiative:** In February 2025, DOT launched its Art Partners initiative with an RFP for community partners to exhibit temporary public artwork on DOT properties around the five boroughs.
- **East Harlem 125th Street Business Improvement District (BID):** In June 2025, the City passed legislation to create the East Harlem BID, codifying a dynamic new organization to advocate for and coordinate among its businesses and community organizations. The new BID, which community leaders have supported for roughly a decade and currently spans over 85 commercial tenants, will also support sanitation and beautification efforts.

Performance Indicators	Agency	Actual					Target		Trend	
		FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Pedestrian space installed (square feet)	DOT	546,337	199,679	554,032	486,440	404,139	*	*	Neutral	Up
Dollar value of financial awards to businesses (facilitated or disbursed) (\$000)	SBS	\$83,333	\$261,123	\$109,277	\$61,552	\$46,890	*	*	Down	*
Financial awards to businesses (facilitated or disbursed)	SBS	1,624	10,942	1,312	669	563	450	450	Down	Up
★ 🌟 Businesses receiving financial awards (facilitated or disbursed)	SBS	1,424	10,627	1,232	610	488	400	400	Down	Up
Value of all financial awards to community-based development organizations (\$)	SBS	\$4,444,350	\$5,834,796	\$13,181,864	\$9,645,000	\$9,618,000	*	*	Up	Up
Community-based development organizations receiving financial awards	SBS	55	62	96	102	92	*	*	Up	Up
Private investment leveraged on closed NYCIDA projects (\$000,000)	EDC	\$31.0	\$83.2	\$95.0	\$557.6	\$1,996.2	*	*	Up	*
Operational support to Cultural Institutions Group (\$000,000)	DCLA	\$102.3	\$121.8	\$147.1	\$126.9	\$154.4	*	*	Up	Up
Program organizations awarded Cultural Development Fund payments	DCLA	1,037	1,022	1,096	1,031	1,078	*	*	Neutral	*
Dining Out NYC applications received (cumulative)	DOT	NA	NA	NA	477	4,051	*	*	NA	Up
Miles of sheds removed	DOB	153	159	215	188	227	*	*	Up	Up
Retail vacancy rate (%)	DCP	NA	NA	NA	11.41%	11.15%	*	*	NA	Down
★ Critical Indicator 🌟 Equity Indicator		"NA" Not Available		↕↔ Directional Target		* None				

MAKE IT EASIER FOR NEW YORKERS TO GET TO WORK

The City's vast public transportation network is integral to the City's economic success and the strength of its business districts. Thus, it is essential that the City make commutes more seamless, create new job clusters in all five boroughs, and support remote work in order to maintain global competitiveness and build an equitable future. The efforts in this section lay out actions and efforts to improve commutes, reduce traffic, and bring jobs closer to where people live. Following is a summary of progress made during Fiscal 2025.

EXPAND TRANSIT OPTIONS

The City's efforts to expand transit options in Fiscal 2025 included projects that improved cycling, biking, and accessibility. DOT installed 51.8 miles of new bike lanes, including 27.5 protected miles, and 3,414 new bike parking spaces installed in Fiscal 2025, alongside major projects like Citi Bike expansion and improvements. While the installation of bike infrastructure decreased from Fiscal 2024, Citi Bike trips taken increased 18 percent over the past fiscal year. The decrease is due to fewer contractors available, shortages in equipment and installation materials, and general political opposition delaying project completions. The number of bus lane miles installed also decreased from 15.7 miles installed in Fiscal 2024 to 5.5 miles in Fiscal 2025. This decrease reflects resource constraints, including delays in contract approvals and staff shortages. However, there were several other types of bus infrastructure upgrades implemented in Fiscal 2025, including the installation of Automated Camera Enforcement (ACE) to enhance bus speeds and safety. Overall, average monthly bus ridership increased seven percent from Fiscal 2024 to over 36 million riders a month in Fiscal 2025 and bus ridership in comparison to pre-pandemic levels increased slightly to about 73 percent. Similarly, average monthly subway ridership also increased almost seven percent from Fiscal 2024 to over 103 million riders a month in Fiscal 2025, now reaching about 64 percent of ridership levels before the COVID-19 pandemic. Similarly, NYC Ferry and Staten Island Ferry ridership increased about four percent and three percent, respectively. These increases in public transit ridership may be partly due to the following transit improvement projects.

- **Expanding Speed and Traffic Safety Enforcement:** In March 2025, DOT announced that it would expand its automated enforcement program, bringing red-light cameras, speed cameras, and bus lane enforcement cameras to all five boroughs, as well as cameras used to enforce weight limits on the Brooklyn-Queens Expressway. This expansion follows the City's successful advocacy at the State level for permission to quadruple the number of red-light cameras at additional locations, which was formalized through legislation signed by the Governor.
- **Bus Transit Improvement Projects:** The City made significant strides in enhancing bus transit infrastructure and services. In December 2024, DOT completed a major redesign of Manhattan's 96th Street, adding 1.7 miles of dedicated bus lanes in each direction and pedestrian safety features to benefit over 15,500 weekday bus riders, as well as cyclists and pedestrians who vastly outnumber cars on this route.
- **ADA-Compliant Subway Improvements:** The Metropolitan Transportation Authority (MTA) announced accessibility projects across the subway system through the 2025-2029 Capital Plan and opened nine newly accessible stations, including 14th Street and 34th Street-Penn Station in Manhattan, and Woodhaven Boulevard and Queensboro Plaza in Queens.
- **Pedestrian and Cycling Infrastructure Improvements:** In December 2024, DOT announced plans to expand and improve Citi Bike to meet growing ridership demand and help ensure New Yorkers have equitable access to the system. After the expansion is completed by the fall of 2025, 64 percent of New Yorkers will live within a five-minute walk of a Citi Bike station. In April 2025, DOT announced that it finished installing new bike lane traffic signals along Third Avenue on the Upper East Side in Manhattan. The new signals are at eye-level for cyclists and have improved safety and cyclist compliance with traffic laws in other locations. In May 2025, DOT announced that the space available for pedestrians and cyclists on the heavily utilized Queensboro Bridge will be doubled by repurposing one vehicular lane into a pedestrian walkway. Also in May 2025, DOT, NYC Parks, and EDC began construction on more than four lane miles of greenway bike lanes and pedestrian space that will connect the Bronx waterfront with Van Cortlandt Park in the Bronx and Randall's Island Park.

REDUCE DEMAND FOR CARS AND TRUCKS

In Fiscal 2025, efforts to reduce demand for cars and trucks focused on optimizing curb space for sustainable transportation options, improving infrastructure for electric vehicles, and encouraging the shift of freight from trucks to more eco-friendly modes of transport. Additionally, the State officially implemented congestion pricing in Midtown and Lower Manhattan after years of policy discussions and development. These changes aim to reduce vehicle congestion, traffic crashes, and emissions, and instead promote more efficient, environmentally friendly local deliveries, ultimately reducing reliance on traditional vehicles. Key to this work, DOT installed 207 electric vehicle charging stations in Fiscal 2025, 11 percent more than in Fiscal 2024.

- **DOT's Local Delivery Hub Pilot Program:** Announced in early Fiscal 2025, DOT's local delivery hub pilot program will create dedicated spaces, or "microhubs," where truck operators can transfer cargo to more sustainable delivery methods like e-cargo bikes, handcarts and electric sprinter vans. The first of 36 planned microhubs arrived on the Upper West Side in Manhattan in April 2025 as part of DOT's ongoing Smart Curbs program, complementing Earth Day celebrations. The three preliminary sites—Amsterdam Avenue and West 73rd Street, Amsterdam Avenue and West 85th Street, and Broadway and West 77th Street—were selected with community input on account of their compatible land uses and proximity to high density areas, truck routes, bike lane networks, and transit.
- **"Smart Curbs" Program:** The first phase of DOT's "Smart Curbs" program, which is focused on improving curb space utilization in high-density areas, is nearing completion on the Upper West Side of Manhattan, with strong community support. Completed enhancements thus far include a new 'Street Seat'; a welcoming public space where residents and visitors can relax at Columbus Avenue and 72nd Street, 27 designated loading zones, three pilot freight microhubs, and three curbside bike corrals, with two additional corrals to be installed by the end of August 2025. The project will also expand and reconfigure parking meter improvements throughout the rest of Calendar 2025.

- **The “Blue Highway” Initiative:** The “Blue Highway” initiative is a joint project between DOT and EDC dedicated to promoting the use of New York City’s waterways for transporting goods in and around the city. Blue Highway sites under development include the Downtown Skyport in lower Manhattan and the Brooklyn Marine Terminal. The initiative also includes the development of a new waterside transloading facility located adjacent to the Fulton Fish Market hub in the Hunts Point Food Distribution Center, one of New York State’s busiest trucking destinations. By utilizing marine facilities for freight, the City can reduce overreliance on trucks, reduce traffic congestion and improve air quality which in turn will result in a decrease wear and tear on roadways, alleviate supply chain bottlenecks, and move goods more quickly from ships to shelves. This initiative aligns with the City’s goal of reducing greenhouse gas emissions while increasing transportation resiliency and redundancy, making New York City better equipped to receive goods during times of emergency or disaster.
- **Congestion Pricing:** In July 2025, MTA announced that tolls from the Congestion Relief Zone, which was implemented in January 2025, had generated \$61 million in revenue during the month of May, with a net after expenses of \$50.1 million. The program has reduced traffic, increased vehicle speeds, boosted ridership across all modes of public transit, and remains on track to provide the \$500 million that was initially projected to be collected by the end of the Calendar 2025. As of July 2025, crashes in the Congestion Relief Zone are down 14 percent, traffic injuries are down by 15 percent in the zone, and pedestrian fatalities overall are at historic lows, matching levels last seen in 2018.

STRENGTHEN EMPLOYMENT HUBS ACROSS THE FIVE BOROUGHES

Recent initiatives across the five boroughs, including the Atlantic Avenue Mixed-Use Plan, the Jamaica Neighborhood Plan, and the Queens Public Library modernization project, among more, are strengthening employment hubs and enhancing local economies. These projects create thousands of new homes, including affordable units, and generate tens of thousands permanent jobs. They also invest in key infrastructure improvements, such as new public plazas, transportation access, flood mitigation, and community services.

- **OneLIC Neighborhood Plan:** Led by DCP, the OneLIC Neighborhood Plan supports the creation of nearly 15,000 new homes, including 4,000 affordable units, commercial spaces, and over 14,000 jobs to promote new housing, public services, and sustainable growth in Long Island City, Queens. In April 2025, the plan began the public review process and received favorable recommendations from Queens Community Boards 1 and 2 in June 2025.
- **Atlantic Avenue Mixed-Use Plan (AAMUP):** In October 2024, DCP began public review for the AAMUP, a rezoning which aims to transform a stretch of Brooklyn’s Atlantic Avenue into a mixed-use employment hub. In May 2025, City Council approved the AAMUP, which includes provisions for \$235 million in community investments. The plan will create 4,600 new housing units, including 1,440 permanently affordable units through Mandatory Inclusionary Housing and 380 income-restricted units through HPD, and generate 2,800 new permanent jobs. It also addresses infrastructure improvements, including wider sidewalks, bike lanes, daylighting at intersections, and flood mitigation measures such as upgraded stormwater and sewer systems and rain gardens.
- **Jamaica Neighborhood Plan:** In March 2025, the Jamaica Neighborhood Plan entered public review. The plan projects nearly 12,000 new homes (including roughly 4,000 permanently income-restricted affordable homes), over two million square feet of commercial and community facility space, 7,000 new jobs, over \$300 million in sewer system improvements, and new public space in Jamaica, Queens. The plan received a favorable recommendation by the Queens Borough President in June 2025.
- **Queens Public Library (QPL) Modernization:** In Fiscal 2025, QPL advanced several major capital projects, including breaking ground on a \$7.4 million renovation of Hollis Library under the City’s \$900 million initiative for infrastructure upgrades at the three library systems—including those in Manhattan and Brooklyn—from Fiscal 2025 to Fiscal 2028. QPL also opened a new \$39 million branch in Far Rockaway, began a \$17.3 million expansion of Arverne Library, reopened Bay Terrace Library following a \$6.1 million overhaul, and finalized leases for the future Lefrak City and Court Square Library locations. Additional modernization milestones included reopening Broadway Library after renovating its lower level, completing roof and HVAC replacements at Hillcrest and Laurelton, and launching a new mobile library that serves several Queens communities.

- Neighborhood Tech Help:** In April 2025, HPD and the City's three public library systems formally launched Neighborhood Tech Help, an innovative, in-person program designed to offer one-on-one technological support for Section 8 tenants. This new service will engage hard-to-reach communities throughout the City, build confidence in basic digital literacy skills, train vulnerable populations on how to be safe online, and boost participation in library programming. Digital literacy skills include avoiding scams, connecting with family, friends, teachers, or case workers, navigating online social services, recovering passwords, finding reliable health information, and accessing low-cost internet services, all of which will enable access to public services and support remote work across the five boroughs.
- United Nations Plaza:** In February 2025, the United Nations Development Corporation announced a \$500 million development plan for One and Two United Nations Plaza that will help create more than 1,800 jobs, infuse millions of dollars back into the local economy, further secure New York City's reputation as a global leader, and revitalize commercial office spaces.

Performance Indicators	Agency	Actual					Target		Trend	
		FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Bicycle lane miles installed	DOT	65.3	62.3	47.7	63.7	51.8	50.0	50.0	Down	Up
Bicycle lane miles installed — Protected	DOT	29.2	33.2	25.9	32.9	27.5	*	*	Neutral	*
Bike parking spaces added	DOT	4,350	7,442	3,734	6,928	3,414	*	*	Down	Up
Citi Bike trips (000)	DOT	23,080	28,487	32,151	38,622	45,621	*	*	Up	Up
Bus lane miles installed	DOT	20.5	12.9	7.8	15.7	5.5	*	*	Down	Up
Average monthly bus ridership (000,000)	MTA	23.89	34.71	36.33	33.66	36.13	*	*	Up	Up
Bus ridership compared to pre-COVID-19 pandemic (%)	MTA	NA	61.87%	65.04%	60.31%	63.99%	100.00%	100.00%	NA	Up
Average monthly subway ridership (000,000)	MTA	46.14	77.65	91.89	97.02	103.33	*	*	Up	Up
Subway ridership compared to pre-COVID-19 pandemic (%)	MTA	NA	56.56%	66.94%	70.68%	73.01%	100.00%	100.00%	NA	Up
NYC Ferry — Average monthly ridership	EDC	312,082	447,782	549,705	593,019	616,498	*	*	Up	Up
Staten Island Ferry ridership (000)	DOT	7,561	12,119	14,715	16,215	16,705	*	*	Up	Up
Electric vehicles charging stations installed	DOT	NA	140	189	189	207	*	*	NA	Up

★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None

GENERATE INCLUSIVE, FUTURE-FOCUSED GROWTH

The City's efforts toward advancing economic growth have been driven by a commitment to actualize a kind of growth in which all New Yorkers have an equity stake in the City's investment in its people, potential, and future. Following is a summary of progress made during Fiscal 2025.

A HUB FOR INDUSTRIES AND INNOVATION

Recent initiatives to support industries and innovation in the City, including changes to the procurement code, the Greenlight Innovation Fund, the NYC Industrial Plan, and the SPARC Development, among more, foster economic growth and drive innovation. These efforts aim to streamline procurement processes, fund cutting-edge industries, and promote a sustainable industrial economy.

- Enabling Challenge-Based Procurements:** In September 2024, the Procurement Policy Board (PPB) adopted changes to the PPB Rules to enable Mayoral agencies to use Challenge-Based Procurement, a procurement model designed to incentivize agencies to devise and implement solutions to the specific challenges or problems that require urgent solutions. The new PPB rule streamlines the bidding process by expanding the use of demonstration projects beyond client service programs, removing requirements that contracts be awarded "competitively" to provide clarity to agencies. These changes encourage City agencies to use the Demonstration Project method of procurement, which allows for a short-term, carefully planned pilot to test and evaluate the feasibility and application of an innovative product or approach without a large commitment of resources and extends the maximum renewal term for contracts under this method from one year to three years with approval of the City Chief Procurement Officer.

- **Greenlight Innovation Fund:** The Greenlight Innovation Fund will provide at least \$3 million in capital funding to support facilities in the green economy, life sciences, and advanced technology sectors. The Fund is specifically designed for single-site projects initiated by non-profits on private property. To qualify, projects must include real estate acquisitions, facility construction, or equipment purchases, and recipients are required to self-fund at least 50 percent of the total project costs. In January 2025, EDC allocated up to \$50 million for the third and final round of responses to an RFP, for which submissions were due in May 2025.
- **NYC Industrial Plan:** In September 2024, DCP, SBS, and EDC jointly announced the NYC Industrial Plan, which advocates for a sustainable industrial economy centered around good jobs and thriving businesses. The ongoing public engagement phase included a public workshop hosted by the three agencies in April 2025. The City plans to release the final plan by December 2025, with updates scheduled every eight years.
- **SPARC Kips Bay Development:** In February 2025, the Science Park and Research Campus (SPARC) Kips Bay in Manhattan, a 600,000 square-foot monumental hub for innovation, career, and education opportunities in the life sciences sector, and the adjacent Innovation East development, which will replace the former public health lab currently on the site with a new state-of-the-art life science hub, both passed through Uniform Land Use Review Procedure (ULURP) and were approved by City Council. Both the deconstruction of the existing facilities on the SPARC site and the relocation of the structures occupying the Innovation East site will begin by the end of Calendar 2025. Demolition is scheduled for Calendar 2026 and construction for Calendar 2027 through Calendar 2031.
- **Climate Innovation Hub at Brooklyn Army Terminal:** In May 2025, EDC announced that a consortium led by the Los Angeles Cleantech Incubator (LACI) and the Cambridge Innovation Center (CIC) will design and operate “BATWorks,” a roughly 200,000 square-foot, cutting-edge climate innovation hub at the Brooklyn Army Terminal in Sunset Park, Brooklyn. EDC’s \$100 million investment will help create over 600 jobs, serve 150 startups over 10 years, and generate \$2.6 billion in economic impact for New York City. EDC simultaneously awarded \$1.4 million to the South Brooklyn Industrial Development Corporation to lead an “Economic Mobility Network” across Sunset Park, connecting local residents to jobs in innovation industries.
- **Artificial Intelligence (AI):** In January 2025, EDC released New York City’s AI Advantage report, which outlined a plan to establish NYC AI Nexus, a platform to facilitate collaborations between startups and founders with businesses in the City to identify, build, and ultimately adopt applied AI solutions to ensure the continued competitiveness of New York City’s key industries, through a \$3 million RFP and a partnership with OpenAI, a leading AI organization.
- **New York Climate Exchange on Governors Island:** In February 2025, Skanska was announced as the construction manager for the landmark New York Climate Exchange campus on Governors Island. The Exchange will be a first-of-its-kind research and education institute for developing and implementing solutions to the global climate crisis in New York and around the world, leveraging the power of education, research, workforce development, policy development, and public programming to advance climate action at the local, national, and global level.
- **Urban Innovation Fellows:** In partnership with New York City, Cornell University’s Urban Tech Hub manages the Urban Innovation Fellows program, which helps spur tech innovation in City agencies and establishes a new model for collaboration across government, academia, and startups. The Urban Innovation Fellows work directly within seven City agencies, spanning the areas of housing, transportation, water, building decarbonization, sanitation, economic development, and procurement. The Urban Innovation Fellows help implement urban technology solutions that advance City goals, remove policy roadblocks, and guide promising tech startups.
- **Pilot Pitchfest:** In May 2025, Pilot Pitchfest hosted an event in partnership with the Social Science Research Council that brought together City agencies, academic researchers, and skilled volunteers to promote partnerships that encourage the implementation of more innovative and evidence-based City programs and policies. Fifty presenters shared projects from 25 City agencies, including New York City Housing Authority (NYCHA), DOT, the Department of Environmental Protection (DEP), NYC Parks, DSNY, DCAS, the Department of Health and Mental Hygiene (DOHMH), the Department of Social Services (DSS), the Department of Youth and Community Development (DYCD), and the Office of Technology and Innovation (OTI). The event attracted over 400 in-person attendees and 600 online viewers, with 244 academic and 103 volunteer applications to match with agency projects.

EXPANDING AFFORDABLE HOUSING

In Fiscal 2025, the City financed the creation and preservation of 28,281 affordable units, exceeding its target by 41 percent, or more than 8,000 units, and surpassing the Fiscal 2024 total by 10 percent. In Fiscal 2025, the City also completed 20,975 affordable housing units, exceeding its completions target of 17,500 by nearly 20 percent, but down 18 percent from Fiscal 2024. The decline reflects the lower number of housing starts in Fiscal 2022, driven by increased construction costs and Agency staffing challenges, which impacted the pipeline of projects available to complete in later years. Additionally, DCP advanced and the City Planning Commission reviewed land use actions from public and private applications that are projected to create 64,523 homes across the five boroughs—enough to house over 130,000 New Yorkers, a threefold increase from the 20,748 homes projected in Fiscal 2024. Of these, 35,181 would be income-restricted and affordable, an over 300 percent increase compared to Fiscal 2024, either through DCP’s Mandatory Inclusionary Housing requirement or from a City agency or non-profit funding source. These increases in homes projected is attributable to the start of public review for four neighborhood plans during Fiscal 2025: the Atlantic Avenue Mixed-Use Plan, the Midtown South Mixed Use Plan, the Jamaica Neighborhood Plan, and the OneLIC Long Island City Neighborhood Plan. If all of them are approved, these four plans would generate over 40,000 of all new homes projected, including over 12,000 income-restricted affordable homes. However, there was an 80 percent decrease in DCP’s citywide proposals and studies advanced, largely because of the historically high number of proposals advanced in Fiscal 2024 due to the successful passage of the City of Yes Housing Opportunity plan, which generated most of last year’s materials. Several initiatives contributed to expanding affordable housing in the City in Fiscal 2025. These include new tax incentive programs, capital fund commitments, the approval of the City of Yes for Housing Opportunity plan, NYCHA apartment conversions, and efforts to increase permanent housing for the homeless.

- **New Tax Incentives for Affordable Housing:** In December 2024, HPD reached a significant milestone in its mission to expand affordable housing by publishing the official rules for two new State tax incentives programs: Affordable Neighborhoods for New Yorkers (Real Property Tax Law Section 485-x) and Affordable Housing from Commercial Conversions (Real Property Tax Law Section 467-m). These two initiatives promote the development of affordable housing by offering property tax exemptions for new residential construction and for the conversion of commercial properties into affordable units, respectively, in order to help address the City’s housing shortage. HPD officially opened registration for both programs shortly after they became effective in January 2025 and some projects have already begun utilizing the incentives.
- **Increasing Capital Funding for Housing Programs:** In July 2024, the City committed \$2 billion in capital funds for affordable housing, supportive housing, and homeownership programs in Fiscal 2025 and Fiscal 2026, contributing to a record \$26 billion in housing capital over the current 10-year housing plan. These investments support the City’s moonshot goal of building 500,000 new homes by 2032 and modernize NYCHA housing.
- **City of Yes for Housing Opportunity (COYHO):** In September 2024, the City Planning Commission approved the COYHO plan, which was later approved by the City Council in December 2024. By updating overly restrictive zoning rules to make it possible to build more housing in every neighborhood, COYHO will allow for the construction of up to 80,000 additional housing units over the next 15 years. This initiative will complement the City’s ongoing efforts to address the housing crisis, building upon the 82,101 units already completed in the past three years. In May 2025, the City received its first private application to utilize new zoning tools from COYHO to build roughly 680 homes, including over 150 affordable homes, above a future Q train subway stop at 125th Street and Lexington Avenue in Manhattan.
- **Accessory Dwelling Units (ADUs):** In August 2024, HPD announced multiple new tools to help City homeowners create ADUs that will not only help them to afford to remain in their communities but also build generational wealth. ADUs are defined as any secondary independent unit on the same property as a primary home, including backyard cottages and basement apartments with separate entrances. The new tools include a streamlined portal to cut through bureaucratic red tape and a new \$4 million grant to support an ADU pilot program. Additionally, in January 2025, the City launched the City of Yes for Families initiative, which includes a focus on streamlining the development of ADUs.

- **Affordable Senior Housing in the Bronx:** In June 2025, the City and State announced the completion of a 117-unit affordable housing development in Morris Heights reserved for older New Yorkers who earn up to 60 percent of the Area Median Income (AMI), with a vast majority reserved for New Yorkers 62 and older. The \$81 million project includes 37 sustainable and supportive apartments where eligible tenants will receive onsite supportive services.
- **Coney Island Plan:** In February 2025, the City announced the next phase of a plan that will deliver roughly 1,500 new homes on City-owned sites in Coney Island, Brooklyn, along with investments in new streets, sewers, and public realm improvements, including a \$42 million renovation of the Abe Stark Sports Center and the reconstruction of the historic Riegelmann Boardwalk. The City is also working to advance a series of shoreline enhancements along Coney Island Creek to protect against rising sea levels and the impacts of climate change. In June 2025, EDC and HPD announced a partnership with a real estate development firm based in New York City to continue phase three of the project, which will bring 420 additional affordable homes, roughly 10,700 square feet of commercial space, and approximately 9,700 square feet of community space to the area. The City also announced a partnership with a City-based affordable housing developer and non-profit to build 178 units of affordable and supportive housing as part of the Coney Landing Project.
- **Staten Island North Shore Action Plan:** The Staten Island North Shore Action Plan outlines a four-year roadmap for \$400 million in City investment to produce 2,400 homes, over 20 acres of public space, more than 7,500 family-sustaining jobs, and \$3.8 billion in economic impact over 30 years. Construction is expected to begin in Calendar 2027. In July 2024 EDC hit several milestones such as securing \$2.5 million in federal funding to renovate the currently closed Pier 1 and reestablish public access, breaking ground on 12 acres of interconnected public open space on the New Stapleton Waterfront. In December 2024, HPD too selected a developer to convert the City-owned sanitation garage on the North Shore into affordable housing with a grocery store, community services, and world-class public open space. Since the beginning of Calendar 2025, EDC has started construction on Tompkinsville Esplanade to build two acres of new public waterfront open space. EDC also announced development partners who will build over 500 mixed-income housing units in two areas along the New Stapleton Waterfront on the North Shore of Staten Island; a quarter of the new units will be set aside for affordable housing.
- **La Central Project Phase Two:** In June 2025, the City broke ground on phase two of the “La Central” housing development to bring 420 new affordable homes to the Melrose neighborhood of the Bronx. Phase two will include a range of unit types from studios to four-bedroom apartments, as well as 63 supportive housing units for formerly homeless New Yorkers. Phase two will also include 13,000 square feet of community facility space, 1,500 square feet of retail space, and 7,000 square feet of new public gardens.
- **Innovative Urban Village:** In June 2025, the City unveiled phase 1B of the Innovative Urban Village project, which will create over 450 new units of affordable housing in East New York, Brooklyn, and will set aside 15 percent of its units for formerly homeless New Yorkers. The phase will also include roughly 10,250 square feet of retail and commercial space, 12,600 square feet of daycare space, and a new 9,500 square foot playground, and it will cost over \$313 million. The Innovative Urban Village project will ultimately bring up to 2,000 new affordable homes by Calendar 2031, as well as community services, a world-class arts center, 24/7 child care, and more to the community. Phase 1A, which began construction in April 2024 and is scheduled for completion in July 2026, is expected to create over 380 affordable homes as well as a fresh food grocery store for the community.

FAIR AND EQUITABLE OPPORTUNITY

The City implemented several initiatives to support equitable workforce development and expand opportunities for made-vulnerable populations in Fiscal 2025. Important to this work, the Summer Youth Employment Program (SYEP), managed by DYCD, expanded to serve 97,004 participants in summer 2025, a two percent increase from summer 2024. This program provides paid summer jobs to youth ages 14-24, prioritizing those from underserved communities who face economic or social barriers to employment opportunities. Participation in DYCD's Learn & Earn—a career exploration and academic support program for high school juniors and seniors—and Advance & Earn—a training program for young adults ages 16 to 24 who are not working and not in school, also increased by 20 percent and four percent, respectively. However, participation in the Train & Earn program—a career pathways and postsecondary education support program for 16- to 24-year-olds who are not working and not in school—decreased by 17 percent.

Additionally, 22,502 jobseekers secured employment or promotions through SBS' Workforce1 System, centers that provide specialized career support to underrepresented groups, up one percent from Fiscal 2024. In efforts to foster greater economic equity, SBS also certified a total of 11,382 Minority and Women-owned Enterprises (M/WBEs) in Fiscal 2025, a two percent increase from last fiscal year and the annual M/WBE recertification rate remained mostly stable over the last year at around 60 percent. To further enhance opportunities for families, the Administration for Children's Services (ACS) reported a 28 percent increase in child care voucher enrollment over the last fiscal year, driven by an 78 percent rise in children accessing services through non-mandated low-income voucher, thereby increasing access to affordable child care for those in need. These initiatives, as well as the ones highlighted below, collectively work to ensure that more New Yorkers have equitable access to employment, business opportunities, and essential services. Following is a summary of additional progress made during Fiscal 2025.

- **Access to Education and Childcare:** In April 2025, the City announced new investments totaling \$167 million to support young children and their families and strengthen funding to preserve and protect critical early childhood education programming benefiting the most made-vulnerable children across the five boroughs. These investments include committing to annual funding for 3-K and for Pre-K students with disabilities to ensure continuity. In June 2025, the City announced its first-ever inclusive early childhood education center for children in general education classes and for children with autism and other disabilities in Flatbush, Brooklyn that will open for the 2025-2026 School Year. In June 2025, the City also announced \$80 million in additional investments to support Pre-K special education students, finally delivering universal Pre-K for all, and for a child care pilot program for zero- to two-year-olds that will serve low-income families across New York City.
- **Connecting People with Disabilities to Jobs:** In August 2024, the Mayor's Office of Talent and Workforce Development (NYC Talent), in partnership with the Mayor's Office for People with Disabilities (MOPD), expanded workforce services for New Yorkers with disabilities by launching the New York Systems Change and Inclusive Opportunities Network (SCION) at 18 Workforce1 Career Centers. Supported by a \$1.5 million investment from the New York State Department of Labor, this initiative trains Workforce1 staff to better assist individuals with disabilities in preparing for careers. Additionally, the Partnership for Inclusive Internships (PII) program was expanded to place 100 additional New Yorkers with disabilities into paid internships over the next three years. Since originally announcing a goal of connecting 2,500 New Yorkers with disabilities to good-paying jobs and careers over three years in Fiscal 2024, NYC Talent and MOPD are ahead of schedule, already connecting over 500 individuals with disabilities to jobs.

- Jobs NYC Initiative:** Jobs NYC is a collaborative citywide effort to reduce barriers to economic opportunities and deliver workforce development services directly to communities across the five boroughs that experience the highest levels of unemployment. The City connected 8,500 job seekers to jobs and free training resources at 26 hiring halls over six months in neighborhoods with highest unemployment rate. In February 2025, the City announced a \$2 million investment to support Jobs NYC and bring more workforce opportunities to economically-disadvantaged communities.
- After-School for All:** In April 2025, DYCD announced a historic \$331 million commitment to support a comprehensive effort to strengthen and scale after-school programs with the goal of achieving universal access for all students and families across the five boroughs, marking the first increase in after-school program seats in over a decade. The new funding will support the addition of 20,000 new seats over the next three school years, bringing the total number of public school students served by universal after-school programming to 184,000 with a total investment of \$755 million annually.

Performance Indicators	Agency	Actual					Target		Trend	
		FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Total affordable housing starts (units)	HPD	29,826	17,022	24,689	25,552	28,281	20,000	20,000	Neutral	*
★ Total affordable housing completions (units)	HPD	15,118	23,190	24,678	25,558	20,975	17,500	18,500	Up	*
★ Homes projected through land use actions reviewed by the City Planning Commission	DCP	NA	NA	NA	20,748	64,523	*	*	NA	*
—Affordable homes projected through land use actions reviewed by the City Planning Commission	DCP	NA	NA	NA	8,559	35,181	*	*	NA	*
Citywide proposals and studies advanced	DCP	9	9	26	91	18	*	*	Up	Up
★ Participants in Summer Youth Employment Program	DYCD	35,198	74,884	91,270	95,563	97,004	95,000	95,000	Up	Up
Participants in Learn & Earn (In-School Youth) programs	DYCD	1,460	1,486	1,408	1,587	1,903	1,066	1,190	Up	Up
Participants in Advance & Earn training and internship programs	DYCD	957	948	905	1,152	1,197	1,200	1,380	Up	*
Participants in Train & Earn (Out-of-School Youth) programs	DYCD	1,270	1,506	1,600	1,635	1,350	1,343	1,380	Neutral	*
Workforce1 systemwide hires and promotions	SBS	18,889	22,324	23,599	22,270	22,502	25,000	25,000	Up	*
★ M/WBEs certified	SBS	10,665	10,768	10,799	11,115	11,382	10,800	10,800	Neutral	Up
★ Annual M/WBE recertification rate (%)	SBS	66.7%	61.3%	60.6%	61.2%	60.2%	↑	↑	Neutral	Up
Average child care voucher enrollment	ACS	50,266	47,535	56,978	71,039	91,227	*	*	Up	*
★ Average mandated child care voucher enrollment	ACS	26,251	20,714	21,897	22,803	25,932	*	*	Neutral	*
Average number of children accessing child care services through use of a non-mandated low-income voucher	ACS	8,323	9,393	16,236	31,948	56,931	*	*	Up	Up
Average number of children accessing child care through use of a child welfare voucher	ACS	15,692	17,428	18,846	16,288	8,364	*	*	Down	Up
★ Critical Indicator	● Equity Indicator	"NA" Not Available			↑↓ Directional Target		* None			

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- A number of previously published figures were updated as part of this publication after a review of historical data:
 - The Fiscal 2024 figure for ‘Black labor force participation (%)’ was updated from 60 to 59. The Fiscal 2022 figure for ‘Latinx labor force participation (%)’ was updated from 58 to 56. The Fiscal 2024 figure for ‘Female labor force participation (%)’ was updated from 57 to 56. The Fiscal 2024 figure for ‘Male labor force participation (%)’ was updated from 68 to 67.
 - The Fiscal 2023 figure for ‘Unemployment rate (%)’ was updated from 5.2 to 5.0. The Fiscal 2024 figure was updated from 5.0 to 4.9.
 - The Fiscal 2022 figure for ‘Black unemployment rate (%)’ was updated from 10.2 to 10.1. The Fiscal 2023 figure was updated from 9.2 to 9.1 and the Fiscal 2024 figure was updated from 8.4 to 8.2.
 - The Fiscal 2022 figure for ‘Total private sector employment’ was updated from 3,848,000 to 3,844,000. The Fiscal 2023 figure was updated from 4,077,000 to 4,064,000 and the Fiscal 2024 figure was updated from 4,126,000 to 4,222,000.
 - The Fiscal 2022 figure for ‘Foot traffic in business districts (% of Pre-Covid level)’ was updated from 73 to 75. The Fiscal 2023 figure was updated from 86 to 83 and the Fiscal 2024 figure was updated from 88 to 86.
 - The Fiscal 2021 figure for ‘Manhattan office vacancy (%)’ was updated from 16 to 10. The Fiscal 2022 figure was updated from 12 to 13.
 - The Fiscal 2022 figure for ‘Total affordable housing starts (units)’ was updated from 16,960 to 17,022. The Fiscal 2023 figure was updated from 24,273 to 24,689 and the Fiscal 2024 figure was updated from 25,266 to 25,552.
 - The Fiscal 2022 figure for ‘Total affordable housing completions (units)’ was updated from 23,468 to 23,190. The Fiscal 2023 figure was updated from 24,273 to 24,678 and the Fiscal 2024 figure was updated from 21,428 to 25,558.
 - The Fiscal 2021 figure for ‘Miles of sheds removed’ was updated from NA to 153. The Fiscal 2022 figure was updated from 179 to 159. The Fiscal 2023 figure was updated from 346 to 215. The Fiscal 2024 figure was updated from 685 to 188.

ADDITIONAL RESOURCES

For additional information go to:

- “New” New York: Making New York Work for Everyone Action Plan:
https://edc.nyc/sites/default/files/2023-02/New-NY-Action-Plan_Making_New_York_Work_for_Everyone.pdf

