Connected NYC:
A Vision for Safer and More Equitable Streets



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NEW YORK CITY DOT
Ydanis Rodriguez
Commissioner

April 2025



Table of Contents

Letter from the Commissioner 1

Introduction 3

- What Does NYC DOT Do? 5
- Mission and Vision 7
- Building Awareness of NYC DOT's Mission and Vision 7
- Report Structure 8
- Report Development 9
- Foundational Plans 10
- Report Themes 11
- Federal and Regional Coordination 14
- Importance of Partnerships 15

Chapter 1: Safety 17

- Implement Road Safety 18
- Educate Road Users 20
- Enforce the Law 24
- Enhance Vehicle Safety 27

Chapter 2: Mobility 29

- Expand Cycling 31
- Promote Micro-Mobility 33
- Boost Bus Service 36
- Alleviate Pedestrian Congestion + Improve Connectivity 39
- Transform How Goods Move 42
- Future-Proof Ferry Service 45
- Accelerate Electric Vehicle Adoption 47
- Reimagine Highways 50

Chapter 3: The Public Realm 55

Support Public Realm Equity 57
Open Streets for All 59
Activate Public Space 61
Prioritize Plazas 63
Innovate Outdoor Dining 66
Emphasize Urban Design 68
Propel Public Art 70
Expand Street Furniture 72

Chapter 4: Infrastructure + Asset Management 75

Build Accessible and Inclusive Infrastructure 76
Service and Repair Bridges 78
Maintain Streets and Sidewalks 81
Pursue Clean Construction 83
Further Resiliency 85
Decarbonize the Agency 88
Foster Technology + Innovation 90
Modernize Asset Management Systems 92

Chapter 5: Workforce Diversity + Organizational Excellence 95

Advance Diversity, Equity, and Inclusion in the Workforce 96
Enhance Employee Development 100
Modernize Data Analytics 104
Increase M/WBE Access and Opportunity 106
Spend Responsibly 109
Deepen Public Engagement 111
Improve Customer Experience 113

Appendix 116



Letter from the Commissioner



Connected NYC: A Vision for Safer and More Equitable Streets highlights the recent accomplishments of the New York City Department of Transportation (NYC DOT) and offers a forward-looking perspective on the agency's plans for the future. Together, we are not just maintaining our streets; we are reimagining them.

Across this report, we provide a detailed commitment to our future growth with plans for safety, mobility, public realm, infrastructure and asset management, and workforce development and organizational excellence. Our past achievements have long made our agency a national leader in transportation innovation, and that is a reputation we expect to maintain.

Let me take a moment to focus on equity, a theme which has been so important to my work and to the leadership of Mayor Eric Adams. In my tenure leading NYC DOT, we have prioritized serving communities that have too often been overlooked. So, whether we were building new safety or pedestrian projects, procuring goods and services, or hiring new staff, the incredibly diverse populations and neighborhoods we all serve across this city of 8.3 million, people are now at the center of our work from the beginning. Equity must always be a lens through which we do our critical work, along with the other critical themes of climate action, public engagement, and organizational excellence.

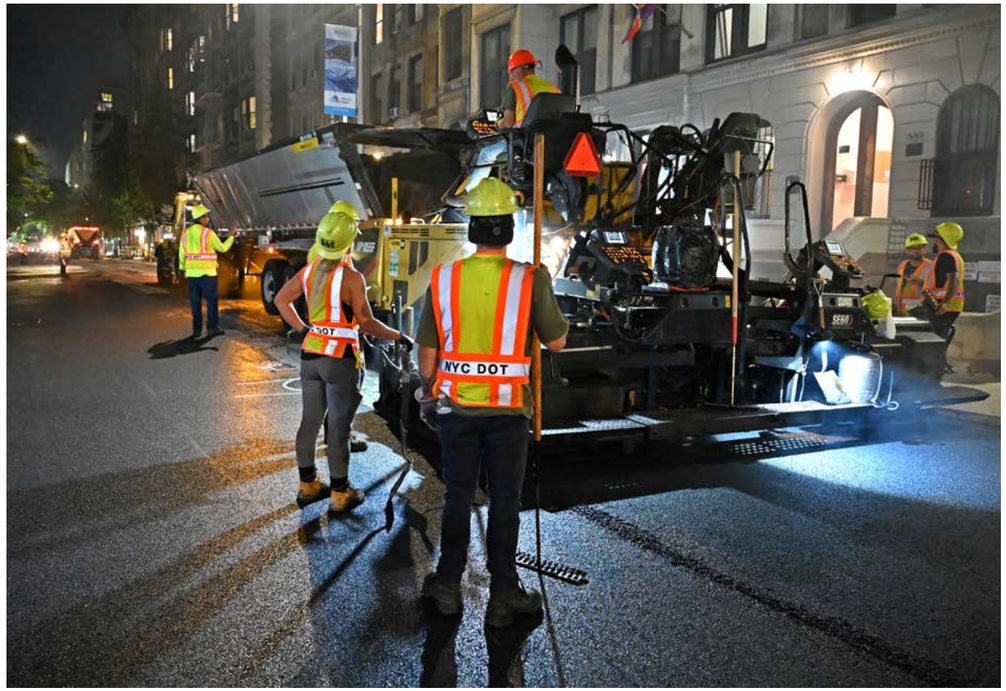
One way that the agency has prioritized equity is by reimagining public space: agency teams have worked hard to ensure that our projects touch every community. From new public plazas in south Brooklyn and protected bike lanes in the South Bronx to community-led Open Streets and outdoor dining across dozens of other neighborhoods, we are bringing welcome streetscape enhancements to communities where they were once far too rare.

I want to express my gratitude to the dedicated teams across NYC DOT who have come together to bring this bold vision to life. However, on equity and all other fronts, we still have so much work to do to achieve all you will read about herein. This agency has always said "yes" to challenges — and I have no doubt that the people of NYC DOT will continue stepping up and getting that work done. This transformative work depends on every member of our agency, from those behind desks at NYC DOT headquarters to the workers paving and repairing streets, maintaining traffic infrastructure, and operating our ferries. Each of them makes me immensely proud to lead this remarkable agency every single day.

Together, we will shape a more connected future for New York City, keep us moving, and do it safely, fairly, and sustainably for decades to come.



Ydanis Rodriguez
Commissioner



Introduction

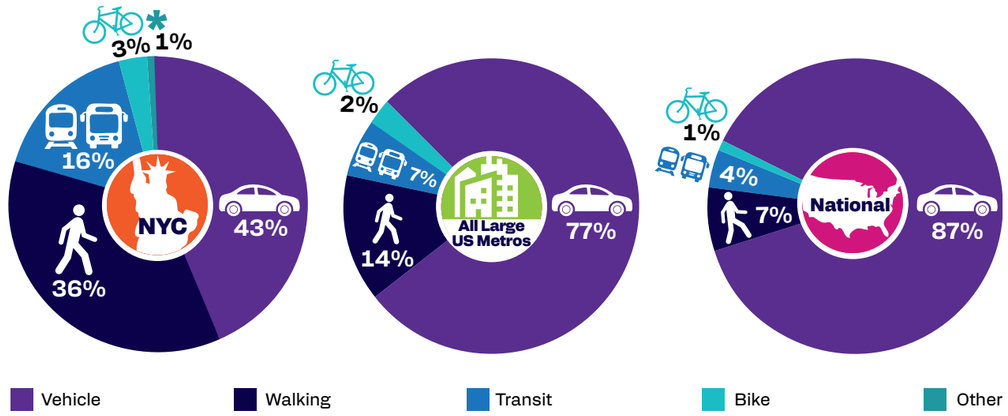
The New York City Department of Transportation (NYC DOT) is the nation's leader in safe, equitable, and sustainable transportation. By harnessing technology and innovation, best practices from peer cities, and most of all, the dedication and commitment of City employees, NYC DOT is on the cutting edge and leading by example.

NYC DOT is the largest municipal transportation agency in the United States, and the decisions we make about our streets often resonate far beyond our city—shaping policies across the country and around the world. In recent years, many of the initiatives led by our agency, highlighted throughout this report, have become national models. From advancements in automated enforcement of certain traffic laws, to expanding bicycle infrastructure, to prioritizing bus lanes, NYC DOT continues to set the standard for innovative and visionary transportation solutions.

While that vision has been met with challenges, the agency has demonstrated a tremendous ability for growth and progress, especially around equity. In recent years, NYC DOT has expanded mobility options within underserved communities, enhanced access to welcoming public spaces, responded to community needs by creatively engaging residents directly, and developed a workforce that better reflects the demographic makeup of New York City. This helps NYC DOT better serve all New Yorkers and positions the agency for the road ahead.

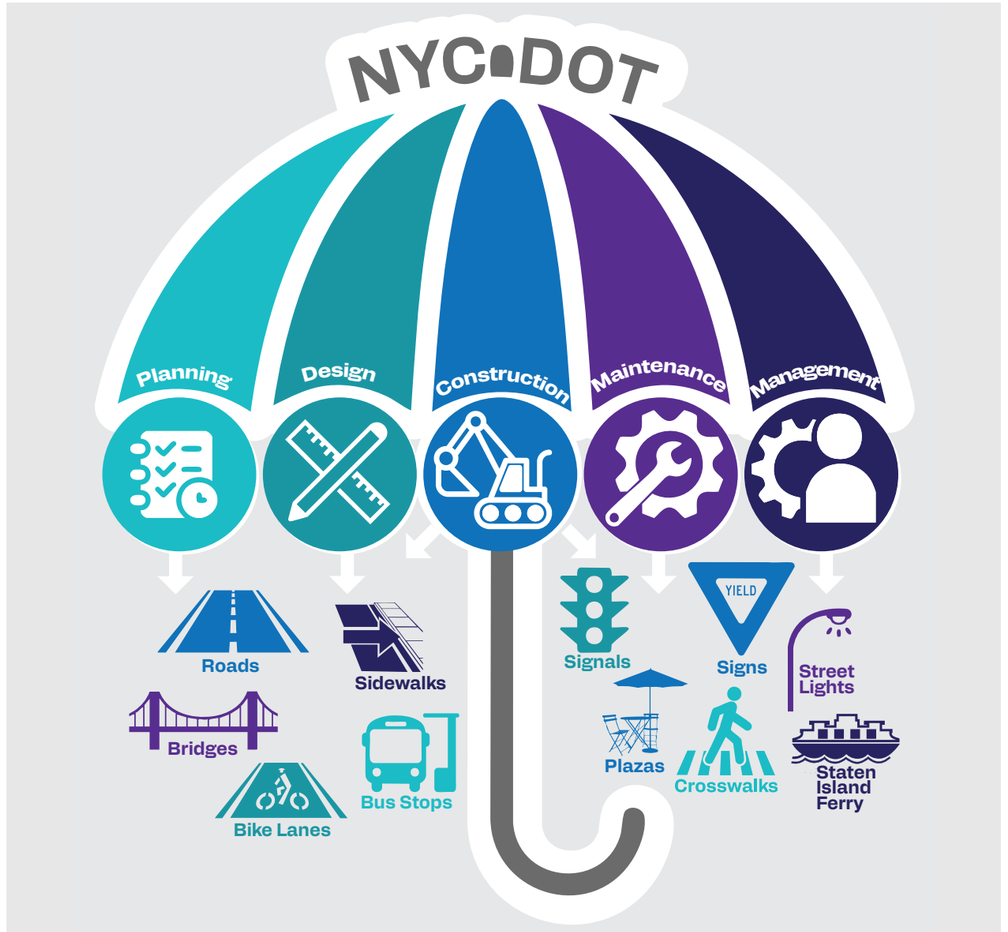
As we move forward, we must take caution not to repeat the mistakes of the past, when infrastructure projects were more likely to sever than to serve low-income communities and communities of color. Our boldest and most important visions for reimagining public space cannot be confined to a narrow range of neighborhoods. Our creative and innovative design work must complement communities across the city. We must also plan and build now for a city where climate change is a present and increasing reality. Finally, to realize the full potential of such important commitments, we must continue to cultivate a skilled and diverse workforce.

Mode Share for NYC, All Large Metros and US (2022)



The source for national trips is the National Household Travel Survey (2022). The source for NYC is NYC DOT's Citywide Mobility Survey (2022).





NYC DOT is responsible for all the functions within the umbrella, in service of all of the assets beneath it.

What Does NYC DOT Do?

Every time you go outside, you interact with NYC DOT. We are responsible for a vast network of public infrastructure, including planning, design, construction, maintenance, and management of roads, sidewalks, bridges, traffic signals and signs, crosswalks, bus stops, bike lanes, streetlights, plazas – even the Staten Island Ferry. We are here to help all New Yorkers and millions of visitors get around our city.

This is possible thanks to nearly 6,000 NYC DOT employees, an annual operating budget of $1.5 billion and a ten-year $33.5 billion capital program, and the continued input and involvement of the public.

Mission and Vision

NYC DOT's mission is to provide for the safe, equitable, and sustainable movement of people and goods and create public spaces that strengthen our communities.

The agency's vision is a transportation system that provides equitable mobility for all residents and visitors, is environmentally sustainable and built to adapt to the threat of climate change, and is driven by human power and clean energy.

Building Awareness of NYC DOT's Mission and Vision

NYC DOT seeks to improve public communication on how and why it works to implement change. This involves enhancing how we convey our message and actively listening to communities' needs and concerns. By using a mix of media relations, advertising, social media, multi-media platforms, engagement with local leaders, and on-the-ground outreach, NYC DOT can engage residents more effectively, address gaps in safety awareness and other critical transportation issues. This holistic approach fosters a better and broader understanding of our initiatives. Our approach prioritizes meaningful interactions, starting with the type of on-the-ground outreach that builds trust and encourages community-first planning in advance of needed improvements. Following implementation, our teams revisit communities to assess how residents and businesses are adapting to changes. This feedback loop ensures the agency is responsive to community concerns, and that our work continues to resonate and meet community needs.

NYC DOT has strengthened its engagement with a broad range of media outlets, including community and ethnic media outlets. This allows the agency to reach all New Yorkers, no matter where they live or the language they speak. This work includes securing press coverage, promoting minority and women-owned business contracting opportunities, and placing targeted advertisements.

In 2024, NYC DOT launched the Curb Enthusiasm podcast, offering unique insights into what's new, innovative, and exciting in transportation and urban planning. Featuring guests who discuss impactful projects and issues at local, national, and international levels, this podcast further builds awareness of NYC DOT's mission and vision.







Report Structure

Connected NYC: A Vision for Safer and More Equitable Streets provides a comprehensive framework for NYC DOT to achieve the agency's mission and vision.

This report has **five chapters** that broadly encapsulate all of NYC DOT's diverse work, each with an overarching **goal.** Each chapter contains multiple **sections** highlighting many of the people and projects that make these goals possible. Outlined in each section are the **commitments** that NYC DOT will pursue and continue to fulfill to meet the needs of New York City's diverse population, dynamic infrastructure, and evolving challenges.



Report Development

Connected NYC: A Vision for Safer and More Equitable Streets reflects extensive engagement with both NYC DOT staff and the public. The mission and vision, goals, and commitments articulated here are a result of an agencywide survey and deep discussions with a diverse range of agency staff. The report is also informed by meetings with over a dozen stakeholder groups from advocacy, business, government, and non-profits, as well as a **public survey**. This survey, available in 14 languages, ran for six weeks in winter 2024 and gathered nearly 2,500 responses to refine the agency's vision and goals. It was widely promoted through stakeholders, elected officials, agency partners, and staff, as well as online and on-street outreach.

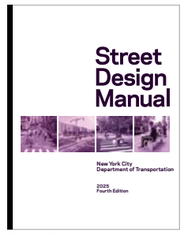
Additionally, nearly 900 NYC DOT employees responded to the **agency survey** to inform the development of this report. The majority of respondents identified the following core values that NYC DOT employees apply in their daily service: **accountability, trust, dedication, and integrity.**





Foundational Plans

Connected NYC is a comprehensive framing of all the work the agency has committed to, as guided by the agency's past work. This plan builds on NYC DOT commitments outlined in *PlaNYC: Getting Sustainability Done* as well as the *NYC Streets Plan*, the *Curb Management Action Plan*, and annual Vision Zero reports, among others.



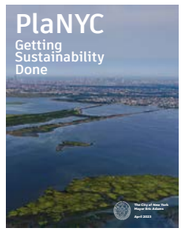
Street Design Manual, 2025 (Fourth Edition)



Accessible Streets (2024)



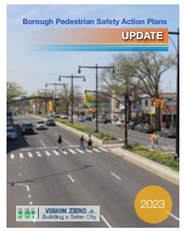
Better Buses Action Plan (2024)



PlaNYC: Getting Sustainability Done (2023)



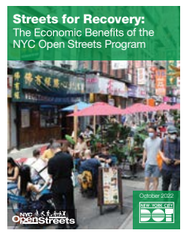
Curb Management Action Plan (2023)



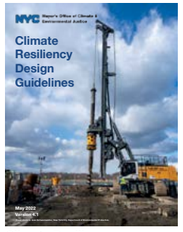
Vision Zero Borough Pedestrian Safety Action Plans (2023)



NYC Pedestrian Mobility Plan (2022)



Streets for Recovery: The Economic Benefits of the NYC Open Streets Program (2022)



Climate Resiliency Design Guidelines (2021)



Delivering Green (2021)



NYC Streets Plan (2021)



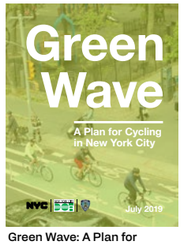
Electrifying New York (2021)



Delivering NY (2021)



Workforce Profile Report (2019)



Green Wave: A Plan for Cycling in New York City (2019)



Strategic Plan (2016)

Report Themes

Through engagement with agency staff and the public, NYC DOT identified four themes that permeate the work of the agency: equity, community engagement, climate action, and organizational excellence. Highlights of the agency's work are featured throughout the report, noting each theme by the following icons:

Equity

Equity in transportation is both an iterative process and an outcome that leads to all people having unburdened access to reliable and safe transportation. Additionally, equity is an important aspect of improving the workplace and workforce opportunities for agency staff.

Community Engagement

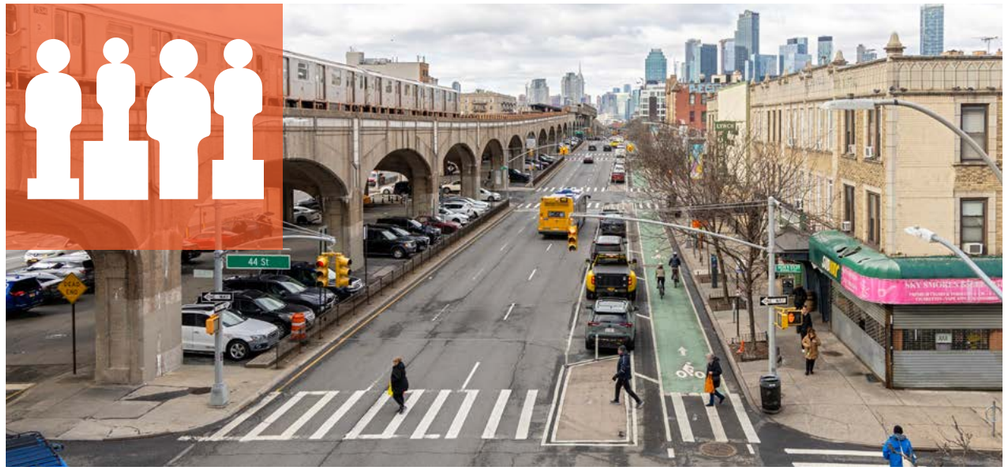
Community engagement requires meaningful and effective public engagement with diverse populations, cultivating deeper relationships with community organizations to reach residents who may not be connected to traditional routes of engagement.

Climate Action

Climate action involves being responsive and proactive to climate change by pursuing mitigation and adaptation efforts and integrating sustainability and resiliency approaches in transportation projects.

Organizational Excellence

Organizational excellence is the commitment to upholding high standards of professionalism, skill, and dedication among agency employees in service to New Yorkers, including through the cultivation of a diverse and inclusive workplace.



A Focus on Equity

Equity is central to NYC DOT's work, from internal processes to external operations. This value is rooted in recognizing past harms and creating more equitable programs that better serve all New Yorkers.

In 2022, the passage of three racial justice ballot measures in New York City mandated the development of a citywide and agency-specific racial equity plans. NYC DOT is collaborating with the Mayor's Office of Equity & Racial Justice (MOERJ) to release its first preliminary racial equity plan which identifies several of the agency's commitments to equity. DOT's work builds on existing strategies and initiatives to advance equity within the workplace and in operations, service delivery, and budgeting.

Equity is not new for NYC DOT. In 2021, NYC DOT formally introduced **Priority Investment Areas (PIAs)** in the *NYC Streets Plan*, building on previous equity work. PIAs provide a framework for prioritizing transportation investments where they can have the greatest impact based on three inputs: equity, density, and previous levels of NYC DOT investments.

Equity is the primary input to develop PIAs, which is achieved by focusing on demographic factors of non-white population and low-income households to map the historically underserved and vulnerable communities throughout the city.

To build PIAs, the agency also considers density inputs (population and jobs per square mile) and past investments (level of both in-house expense-funded and capital projects by NYC DOT from the past 10 years in each neighborhood). These inputs were analyzed by Neighborhood Tabulation Area (NTA) informed by U.S. Census data and ranked with weighted scores and divided into three prioritization tiers to create the PIAs map of New York City. Tier One areas scored highest based on the above criteria, and tended to have some combination of higher densities, more residents of color, lower incomes, and fewer past infrastructure investments. PIAs help NYC DOT direct projects to areas of higher need in support of the agency's goals around safety and mobility.

Commitments to Focus on Equity

- Evaluate and standardize assessment tools used across NYC DOT to identify gaps and areas of improvement to address the needs of underserved communities.
- Establish an Equity Council comprising employees across NYC DOT to advise on and contribute to equity initiatives.
- Establish an Equity Team to lead major equity efforts and align disparate approaches into a cohesive strategy for the agency.
- Convene an annual conference of transportation and urban planning leaders from around the world committed to equity in transportation.



> **"Equity and engagement go hand in hand. Historically, cities weren't designed with people of color in mind. As we design our future city, it should involve the people who live there and stakeholders."**
>
> — Resident of Brownsville, Brooklyn

Federal and Regional Coordination

New York City, home to 8.3 million people and 4.3 million jobs, plays a vital role in the United States economy and transportation network. The safe, efficient, and environmentally responsible movement of people and goods is essential for both New Yorkers and the country. As one of nine voting New York Metropolitan Transportation Council (NYMTC) members, NYC DOT receives an allocation of more than $5 million in federal planning funds.

NYMTC and its member agencies coordinate planning activities through development of the regional transportation plan, the Unified Planning Work Program (UPWP), the Transportation Conformity Determination, the Congestion Management Process Status Report, and the Transportation Improvement Program (TIP).

NYC DOT's collaboration with regional partners is crucial for ensuring seamless connectivity across the tri-state region and optimizing the flow of funds coming into the region. With 20% of the city's workforce living outside the city and over 250,000 New York City residents commuting to jobs outside the city, development patterns in the city's surrounding areas significantly impact housing choice and commuting patterns.

Recognizing this, New York City's 2023 strategic climate plan, *PlaNYC: Get Sustainability Done* emphasized regional cooperation as key to a cohesive transportation network and shared economic growth. Continuing to strengthen partnerships with neighboring areas is essential to ensure safe, efficient, and sustainable transportation.





Importance of Partnerships

NYC DOT recognizes that its work does not exist in a vacuum; policies and programs intersect, with the reach of that work extending far beyond transportation to touch on public safety, environmental sustainability, economic opportunity, and social equity. The agency's efforts to enhance the city's transportation system influence—and are influenced by—broader urban policies in these critical areas.

As such, NYC DOT prioritizes partnerships that help the city to achieve broader societal benefits. For example, the agency works collaboratively with many agency partners to implement the Vision Zero program, such as our partnership between the New York Police Department (NYPD) to send NYC DOT's Emergency Response Unit to investigate, analyze, and report on vehicle crashes involving significant injuries and/or death to pedestrians, motorists or bicyclists. Similarly, NYC DOT works closely with the New York City Department of Health and Mental Hygiene (NYC DOHMH) to share air quality data and to understand the effects of various policies on the local environment. NYC DOT also leads a Freight Advisory Group that meets regularly with public and private sector stakeholders in the trucking and logistics sectors. Additionally, NYC DOT provides valuable opportunities for residents and community organizations to help transform and maintain public spaces through our NYC Plaza Program, Open Streets Program, and Public Space Equity Program.

Partnerships enable NYC DOT to conduct more efficient outreach and pursue deeper community engagement. In 2024, the agency conducted 2,555 public engagement meetings, workshops, and activities. Through NYC DOT's Borough Commissioners' offices, various planning units, and other teams, thousands of New Yorkers are engaged to strengthen transportation outcomes across the city.

These partnerships enhance NYC DOT's capacity to respond to evolving needs and maintain an inclusive approach to urban transportation planning that benefits residents, workers, and visitors alike.

1

Safety

Goal: Enhance safety on our streets through Vision Zero, focusing on our most vulnerable street users through an equity lens.





Safety

NYC DOT's top priority is safety for people of all ages and abilities, which guides the agency's design of the city's streets and public spaces. In 2014, New York City became the first American city to embrace the **Vision Zero** movement, with a goal of zero deaths and serious injuries on our streets. The Vision Zero Task Force, a coalition of NYC agencies, has since coordinated its efforts to promote traffic safety.

As a member of the Vision Zero Task Force, NYC DOT knows that crashes are not "accidents." They are often predictable and preventable. We use data to learn where, when, and how crashes happen. Then, we deploy our resources as part of a citywide effort to enhance street safety. This "Safe Systems" method accepts that human error is inevitable, but by adding redundancy, we can prevent tragedies caused by mistakes.

As contemplated by the Federal Highway Administration (FHWA), a Safe System approach requires that all stakeholders do their part, including engineers, planners, vehicle manufacturers, regulatory authorities, and road users themselves. This requires a proactive approach to addressing all aspects of safety with the goal of creating safer road users, safer vehicles, safer speeds, and safer roads. NYC DOT plays a central role in each of these elements.

As we move into the second decade of Vision Zero, NYC DOT will continue to systematically deploy infrastructure upgrades across the entire city, treating the road network as a dynamic system where safety can be continually enhanced through a combination of engineering, enforcement, and education efforts.

Implement Road Safety

NYC DOT takes a holistic and proactive approach to street design that is data- and equity-driven. The goal is to create a safer physical environment for everyone, especially the most vulnerable road users: pedestrians, cyclists, older adults, and children.

The agency's **Street Improvement Projects (SIPs)** and most of its capital projects include treatments such as enhanced intersections, bike lanes, expanded crosswalks, pedestrian islands, and sidewalk extensions, all of which are designed to reduce risks for people using the streets. To slow down traffic and enhance safety, NYC DOT implements traffic calming, bike boulevards, speed humps, signal timing adjustments, and speed limit reductions. To address safety at intersections, the agency deploys treatments such as leading pedestrian intervals, turn calming, and curb extensions to increase visibility for pedestrians and drivers, reduce pedestrian exposure, and slow down turning vehicles. The agency has also added daylighting, which is the process of limiting parking nearest the intersection to improve visibility between pedestrians and drivers, to the SIP toolkit.

Enacted in 2024, **Sammy's Law** gives the NYC DOT the authority to reduce speed limits to 20 MPH on individual streets, and to 10 MPH on select streets undergoing safety-related redesigns. Speed limit reductions will target select schools, Open Streets, Shared Streets, and other areas, as well as set geographic areas, or **Regional Slow Zones**, in each borough. The agency implements this safety measure utilizing safety data and focusing on equity, implementing speed limit reductions in PIAs.



Commitments to Implement Road Safety

- Redesign streets to enhance safety and support walking, biking, and bus transit.
- Lower speed limits to 10, 15, and 20 miles an hour at hundreds of locations citywide, with a focus on streets adjacent to schools and with high numbers of injuries.
- Install daylighting at intersections based on the recommendations of *Daylighting and Street Safety: An Analysis.*
- Research critical interactions between trucks and cyclists to develop better street design solutions for major truck routes.
- Expand the use of concrete treatments, including curbs, pedestrian islands, and dividers for enhanced safety.

Safety Highlights: Youth Safety Action Plan



NYC DOT has long prioritized youth safety through programs like School Slow Zones and Safe Routes to Schools, which focus on speed reducers, loading zones, and traffic calming near schools. In 2024, NYC DOT released Safe Streets, Safe Schools, Safe Kids: A Pedestrian and Bike Action Plan, which introduced **Youth Injury Priority Areas** (**YIPAs**) to target safety enhancements based on data about where youth are most often injured in traffic. These areas are selected based on youth injuries per square mile and as a proportion of all injuries. Action items include commitments to ramp up engineering, education, and enforcement efforts in YIPAs.

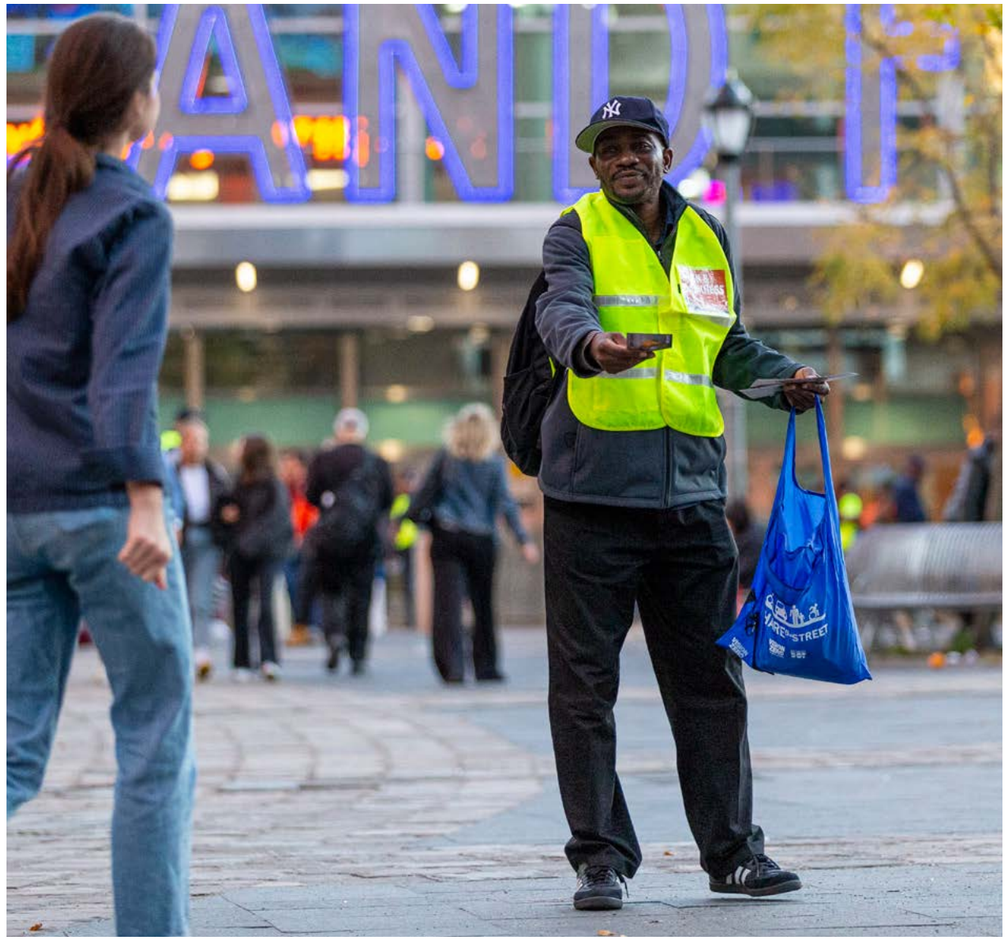
Educate Road Users

NYC DOT plays a key role in promoting road safety through education and public engagement to inform the public about the value of infrastructure changes and to foster a cultural shift in how New Yorkers use their streets. By focusing on both the most vulnerable and the most dangerous road users, the agency reaches diverse communities of all ages with multilingual efforts to ensure broad engagement.

In collaboration with the NYPD, NYC DOT provides on-the-ground education in high-crash and underserved areas through events like health fairs and on-street engagement. Targeted programs for older adults, such as "Grandparent Days" and Vision Zero workshops, help raise awareness of specific street hazards. Working with schools across the city, parent workshops and child safety programs equip families, especially younger road users, to learn how to travel safely and what to look out for on the road, while helmet fittings and bike safety education engage cyclists of all ages. In 2024, NYC DOT distributed 23,235 bicycle helmets, 9,600 bicycle lights, and 2,550 safety vests at public events.

> **"Safe bike lanes and slower cars make a better pedestrian world."**
>
> — Resident of Woodside, Queens





As the numbers of electric bicycles on the roads has dramatically increased, NYC DOT launched the *Get Smart Before You Start* multilingual marketing campaign to inform and alert e-bike riders about how to safely operate these vehicles – including being aware of their faster acceleration and longer stopping distances. The agency also targets other high-risk road users, offering outreach and skills training to motorcycle riders designed to reduce serious crashes, as well as truck-safety programs to improve driver awareness of pedestrians and cyclists.

To better inform its education and outreach, NYC DOT conducts research, data collection, and analysis. NYC DOT is developing a federal-grant-funded **Integrated Data Warehouse** to unify traffic safety data from multiple City agencies. By consolidating crash, medical, and demographic data, this initiative will enable a comprehensive analysis that will inform more targeted, effective safety interventions from the NYC Vision Zero Task Force.





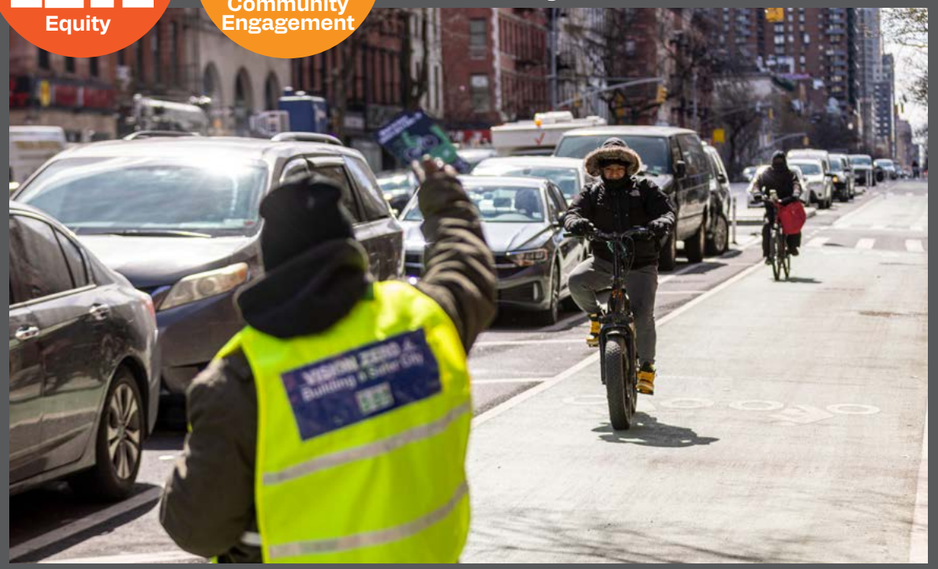
Commitments to Educate Road Users

- Educate the most vulnerable street users about street safety.
- Educate delivery workers and other e-micromobility users about safe riding and battery charging practices.
- Run advertising campaigns to raise awareness of speeding, distracted driving, and other dangerous driving behaviors.
- Provide subsidized moped and motorcycle training to new riders, including assistance navigating the state licensing process.
- Create an Integrated Data Warehouse to better understand how and why serious crashes occur and their long-term effects.

Equity

Community Engagement

Safety Education Outreach to Delivery Workers



Delivery workers are essential to keeping New York City running, and the NYC DOT Vision Zero Street Team is dedicated to enhancing safety and improving their working conditions. The NYC DOT Vision Zero Street Team engages directly with delivery workers at key locations, offering targeted resources and education to promote safer streets for all road users.

One of the team's core initiatives is providing curbside delivery seminars at popular delivery hubs. These quick sessions in multiple languages provide delivery workers with crucial information on street safety, traffic laws, e-bike battery safety, and bike lane use. At these trainings, workers receive critical safety gear like helmets, reflective vests, and bike lights, helping them stay safe, particularly during high-traffic hours. In 2024, the agency hosted 45 delivery worker outreach events, interacting with 5,700 delivery workers and distributing over 50,000 materials.

By addressing challenges delivery workers face, such as navigating complex intersections and adjusting to new regulations, the NYC DOT Vision Zero Street Team provides real-time guidance that workers can immediately apply. Through ongoing engagement, the team ensures that these essential workers are supported and equipped to safely continue their critical work across New York City.

Enforce the Law

While the primary responsibility for traffic enforcement lies with the NYPD, NYC DOT plays a significant role by operating the largest, data-driven automated camera enforcement program in the United States. NYC DOT's red light cameras and speed cameras address common causes of serious crashes, using an approach that has proven effective, efficient, and fair. The agency also partners with the Metropolitan Transportation Authority (MTA) on separate automated enforcement programs directed against double-parking, blocked bus lanes, and blocked bus stops.

Where it is installed, automated camera enforcement lowers the incidence of speeding and red light running — while also acting as a major city-wide deterrent. Most vehicles do not receive more than one or two of these violations in any given year.

For locations with red light cameras, daily violations have decreased overall by 73% and for speed cameras, daily violations have decreased by 94%.

NYC DOT's camera programs are authorized by state legislation. In 2024, New York State renewed the City's **red light camera program** for another three years and authorized NYC DOT to quadruple the size of the program from 150 intersections to up to 600 intersections. With a larger red light camera network, the agency aims to achieve the same system-wide benefits observed in the speed camera program. NYC DOT will continue to work with state legislators to expand camera enforcement to cover additional traffic violations that could be more consistently and fairly enforced with an automated system.



Commitments to Enforce the Law

- Work with the state legislature to reauthorize New York City's speed enforcement camera program.
- Install red light enforcement cameras at 450 more intersections citywide to reduce red light running.
- Continue to implement automated camera enforcement for bike lane, bus lane, bus stop, and double-parking violations on dozens of new bus routes with the MTA.
- Collaborate with the NYPD, State agencies, and the state legislature to address license plate fraud that evades camera enforcement.
- Advocate for state laws to:
  - Require intelligent speed assist technology for dangerous vehicle owners who receive multiple speed and red-light camera violations,
  - Suspend registration for vehicles with more than five red light camera violations within a 12-month period,
  - Prevent drugged drivers from evading prosecution by refusing chemical testing, and
  - Lower the Driving While Intoxicated blood-alcohol content threshold to the level at which impaired drivers are more likely to be involved in a crash.
- Continue working to expand automated enforcement to help prevent traffic violations through more consistent and fair detection.



Automated Enforcement is Equitable Enforcement

Equity



Automated camera enforcement allows for effective speed management to be spread across the city based solely on where crashes and speeding are most likely to happen. This ensures that every community, regardless of demographic, receives this safety intervention. This widespread distribution provides the additional benefit of deterring speeding not just at camera locations but throughout the city and prevents any one community from being over-concentrated with cameras.

Committed to equity, NYC DOT has taken great care to design a program that is administered fairly by minimizing collateral consequences or perverse incentives. This includes assigning violations to vehicles and not individuals so that violations do not come with points on a license, insurance penalties, or the risk of criminal court involvement for speeding. The fine amount is three to 12 times less than a speeding ticket given by a police officer. The program does not use a revenue-sharing model where camera vendors receive a portion of the revenue generated by each ticket. In addition, the city does not assign these funds to any particular entity or project minimizing the potential to become dependent on this revenue stream. The program has clear goals: to penalize dangerous driving behavior and to serve as a deterrent. NYC DOT carefully analyzes the outcomes of its speed camera program so that it does not disproportionately target any demographic group. All analysis has shown no correlative link between neighborhood income or racial composition and the number of speed cameras per lane-mile.

Enhance Vehicle Safety

NYC DOT will enhance vehicle safety by focusing on vehicle design and the adoption of advanced technologies that protect road users outside the vehicle as much as those riding inside, traditionally the focus of vehicle safety regulations. The agency has called upon the federal government, which regulates vehicle safety, to require new vehicles to have automatic braking, better visibility, and safer frontend designs—all features that protect pedestrians and cyclists. Additionally, the agency supports legislation that ensures motorcyclists are properly trained and licensed, promoting safer practices for riders and reducing the risk of crashes.

Commercial vehicles also play a significant role in road safety. NYC DOT is working to advance rules that mandate safer truck designs, to promote better visibility and smaller truck sizes to minimize risks to pedestrians and cyclists. For its own fleet, NYC DOT will incorporate the latest safety technologies, including intelligent speed assist, while seeking new funding opportunities that could help implement fleet-wide safety improvements.



Commitments to Enhance Vehicle Safety

- Advocate for the National Highway Traffic Safety Administration to require vehicle designs that reduce the risk of serious injury or death in crashes with pedestrians and cyclists.
- Advocate for state legislation to require motorcycle registration at the point of sale, helping ensure motorcycle riders are properly trained and licensed.
- Advocate for safer commercial truck designs by prioritizing higher visibility and enhanced safety features.
- Incorporate advanced safety technologies in vehicle replacement and rental requirements agencywide.

2

Mobility

Goal: Foster the sustainable and efficient movement of people and goods, aiming to deliver equitable access to a range of mobility options.





Mobility

Mobility is a universal right. Everyone, regardless of income, physical ability, age, immigration status, or any other identity, has the right to move throughout New York City. NYC DOT strives to provide a transportation network that enables everyone to get around and to do so in a way that is sustainable, affordable, and safe, with a variety of mode choices that are convenient and attractive.

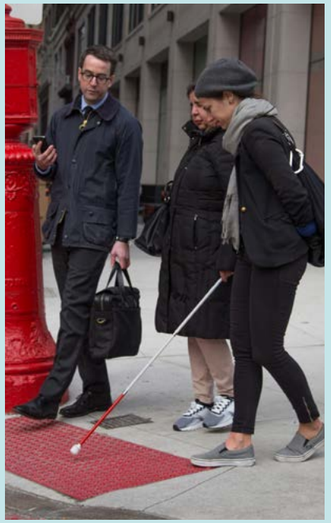
In recent years, NYC DOT has made enormous progress to advance such transportation choices for New Yorkers. The agency's nation-leading accomplishments include:

- A record number of protected bicycle lanes, supplemented by the expansion of Citi Bike, the continent's largest bike share program. Since 2022, much of the growth was in communities not previously well served by cycling infrastructure.

- An effort to pedestrianize parts of the city with new pedestrian plazas, the expansion of Summer Streets, and the growth of the Open Streets program.

- Installing new signals at approximately 100 intersections a year to control the flow of traffic.

- Improved street infrastructure for the mobility and vision-impaired, including record production of pedestrian ramps, raised crosswalks and accessible pedestrian signals (APS), all of which make the streets easier to navigate for individuals with disabilities.







NYC DOT is working to support walking, biking, and faster and more reliable bus service as the city adapts to the MTA's Central Business District Tolling Program (CBDTP), commonly referred to as congestion pricing. . As of January 2025, CBDTP charges vehicles a toll to enter Manhattan south of 60th Street, reducing traffic congestion and air pollution, and providing revenue to upgrade the city's transit network. NYC DOT's completed and future projects to support this transition are outlined in NYC DOT's *Connecting to the Core* plan, which will improve pedestrian, bike, and bus connections to the central business district.

Beyond NYC DOT's work to make it easier for New Yorkers to move around, the agency has done significant work to move their "stuff" too. The below section "Transform How Goods Move," outlines some of the agency's current and future efforts to better move freight. The significant rise in deliveries since the pandemic – 40% of New Yorkers now receive a package at their home at least once a week – has renewed NYC DOT's focus on making the movement of goods more efficient and sustainable, especially for communities currently overburdened by truck traffic.

New York City has made enormous strides in recent years in cleaning its air, much of it through local and national leadership on addressing the leading source of carbon emissions, such as laws mandating the phase-out of high-polluting heating oil. However, motor vehicle transportation remains the second largest contributor to greenhouse gas emissions in NYC. While improvements like removing leaded fuel and transitioning to electric vehicles have been made, one of the greatest ways localities like New York City can take climate action is by evolving and inspiring residents to shift toward cleaner transportation modes—including mass transit and cycling.

Expand Cycling

Cycling is an affordable, convenient, and environmentally friendly way for New Yorkers to get around. Over the past two decades, New York City has seen tremendous growth in cycling, reflecting broad efforts to expand the city's bicycle infrastructure. Over the last five years, cyclists riding across avenues in midtown Manhattan at 50th Street increased by 44%; and both the number of cyclists riding across the East River Bridges and the overall number of bike commuters in general increased by more than 20%. 2024 saw record bike ridership, continuing a pattern of new ridership records being set every year.

NYC DOT has implemented bicycle infrastructure that connects riders to neighborhood destinations, enhances safety for all street users, and prioritizes the circulation of pedestrians and cyclists. **Protected bike lane projects** add new signal infrastructure and timing, dedicated turn lanes, pedestrian refuge islands, and daylighting to make intersections safer for everyone. **Greenways** are multi-use paths for recreation and transportation that are being expanded to improve connections for communities underserved by transit. NYC DOT is also installing wider protected bike lanes on key corridors to accommodate the rising number of cyclists as well as e-mobility riders, who generally travel at faster speeds than pedal cyclists.

NYC DOT regularly inspects bike lanes to assess maintenance or safety needs created by road or building construction. Riding on agency-issued bikes, inspectors respond to public bike-lane related complaints. Inspectors monitor in-process and completed work to ensure compliance with applicable rules and laws, with affected bike infrastructure remaining safe and usable.



Commitments to Expand Cycling

- Continue to build a citywide protected bike lane network, focusing on historically underserved communities.
- Publish a Citywide Greenway Plan to address greenway network gaps.
- Pursue feasible recommendations, including six greenway planning efforts across all boroughs by 2027.
- Implement bike lane inspections for all protected bike lanes citywide.
- Create a schedule for inspecting construction sites affecting bike lanes for Bike Maintenance and Protection of Traffic plans compliance.

My Bike, My City

Equity



In 2024, NYC DOT launched the My Bike, My City cycling encouragement campaign, as one of approximately 40 initiatives under the Women Forward NYC agenda. As a fast and reliable mode of transportation, it is no surprise cycling is on the rise in New York City, with total daily cycling trips topping 620,000 and growing by 94% between 2012 and 2022. While growth among female cyclists and micromobility users is outpacing growth among male cyclists, women, girls, and transgender and gender-expansive New Yorkers are still underrepresented. Leveraging NYC DOT's marketing, events, and trainings, the campaign aims to build community and inspire women+ to embrace cycling by providing resources including bicycling tips, safe biking routes, and bike-focused events. NYC DOT will also continue to expand high-quality bicycle and greenway infrastructure that is comfortable for riders of all ages and ability levels.



Promote Micro-Mobility

Micromobility—bicycles, scooters, or other lightweight vehicles—expands the options for how New Yorkers get around and enhances the city's transportation system. NYC DOT oversees two popular micromobility sharing services that collectively serve over half the city's population. The services also advance PlaNYC 2023 goals to reduce emissions and ensure all New Yorkers have access to a bike, e-bike, or an electric scooter (e-scooter).

Citi Bike is the largest bike share program in the United States, with over 2,000 Citi Bike stations and more than 220 million total trips since 2013. 2024 alone saw record Citi Bike ridership with over 44 million trips. To provide shared micromobility services in areas of the city not yet served by Citi Bike, NYC DOT has authorized the operation of shared e-scooter programs in the East Bronx and Eastern Queens.

Since 2020, New York City has also seen a rapid increase in the use of privately-owned electric and gas-powered micromobility devices. This surge was driven by the need for travel alternatives during the COVID-19 pandemic, the 2020 legalization of all classes of electric bicycles (e-bikes) and e-scooters, and the growing demand for residential food deliveries.

The growth in the use of delivery e-bikes has had some tragic consequences especially around residential fires involving lithium-ion batteries, which have cost 30 lives in New York City since 2021. In its Charge Safe, Ride Safe initiative, the Adams Administration took major steps to reduce those fires –efforts that included a groundbreaking pilot of battery-swapping for delivery cyclists.

To support New Yorkers who want to use both shared and personal micromobility, NYC DOT received a $16.9 million federal grant to pilot a subsidy program for discounts and credits toward sustainable transportation modes and offer skill development trainings and safety equipment, such as helmets and lights.

Commitments to Promote Micro-Mobility

- Continue to expand and improve the bike share and shared e-scooter systems.
- Explore new bike lane and intersection designs to enhance safety and account for the evolution of e-mobility.
- Continue the battery-swapping pilot and the e-bike trade-in program for delivery workers to replace unsafe devices.
- Pilot a Sustainable Mobility Wallet program to subsidize micromobility services, monthly e-bike or e-scooter rentals, and public transit.
- Establish NYC's first network of public charging stations for privately owned e-bikes.
- Create an NYC DOT division focused on micromobility safety to license food delivery apps, educate the public, and enforce certain traffic law and rules.



Equity

Community Engagement

E-Bike Battery Charging Pilot

The rapid adoption of electric bicycles, scooters, and mopeds was followed by a growing number of fires involving lithium-ion batteries. In response, NYC DOT is pursuing innovative initiatives to increase access to certified electric bicycles (e-bikes) and batteries and safe outdoor charging infrastructure.

In February 2024, NYC DOT launched the City's first outdoor e-bike charging pilot, setting up five new charging hubs in Manhattan and Brooklyn. The six-month program tested three different battery charging technologies for e-bikes – two battery-swapping services and one e-bike charging dock provider. A total of 120 food delivery workers, recruited through registration events, received free charging services from the participating vendors.

During the pilot, NYC DOT gathered data through multilingual user surveys and focus groups, as well as station metrics from the contractors, to evaluate how the program affects fire safety, street safety, and technology adoption. The hubs saw strong usage, with 12,100 battery swaps and 1,300 charging sessions across all sites. Access to outdoor charging reduced at-home charging and the need for spare batteries among participants.
Fire risk exposure is significantly reduced— and eliminated in some instances— when fewer batteries are charged or stored inside buildings. Furthermore, pilot participants utilizing battery-swapping services gained access to a network of high-quality batteries that were constantly monitored by the service providers, decreasing fire risk exposure for these participants. More details on the pilot are documented in the report *Safer Charging, Safer Deliveries: Lessons from NYC DOT's Public E-bike Charging Pilot Program.*

Building on the success of the e-bike charging pilot program, NYC DOT is now establishing the city's first network of public charging stations for privately owned e-bikes.



Boost Bus Service

While the MTA operates the city's bus and subway services, NYC DOT plays a critical role in enhancing the accessibility, safety, and reliability of public transit across all five boroughs by managing the streets, bus stops, and sidewalks that riders and buses use.

To increase bus speed on congested corridors, NYC DOT implements bus lanes and busways that limit streets to buses, trucks, and local access. The agency partners with the MTA to implement automated bus lane enforcement on 34 routes citywide to deter vehicles from obstructing bus lanes and bus stops and double-parking, which all slow service. This program employs stationary cameras as well as mobile cameras placed on the dashboard of over 1,000 buses and increases bus speeds by 5%, while reducing crashes by 20% and emissions by up to 10%.

NYC DOT also boosts bus speeds and reliability by installing transit signal priority, which provides buses with additional green time, and queue jumps, which provide a head-start to buses at intersections. The agency makes improvements to bus stops to enhance accessibility and the comfort of riders and collaborates with the MTA on its Borough Bus Network Redesigns that take a fresh look at the bus network in each borough, recommending changes that will improve bus service.

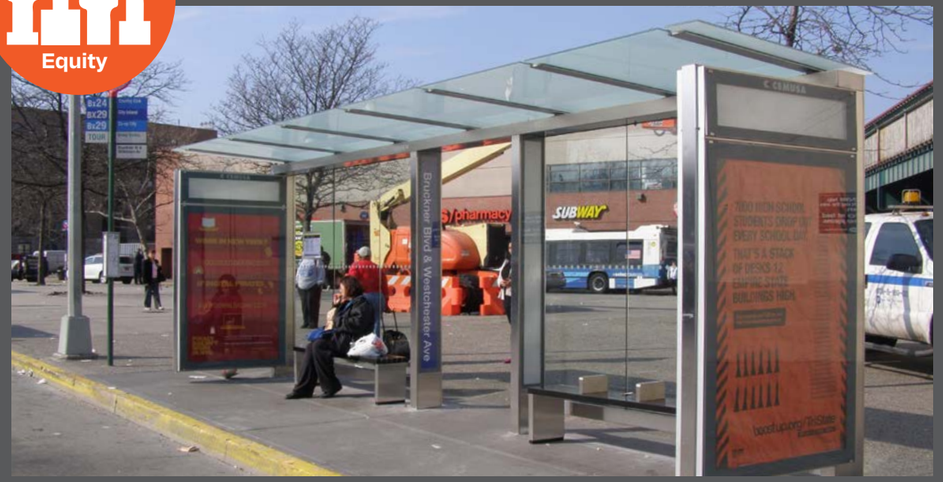


Commitments to Boost Bus Service

- **Install transit signal priority at intersections citywide, studying at least 750 locations annually.**
- **Install queue jump lanes at 25 intersections annually, prioritized by Priority Investment Area and ridership.**
- **Improve passenger experience at bus stops focusing on accessibility and comfort by:**
  - Installing shelters and benches citywide,
  - Installing accessibility upgrades at 25 stops annually, and
  - Testing innovative alternatives to deliver real-time information to passengers.
- **Work with the MTA to implement Borough Bus Network Redesigns by updating bus stop locations, repurposing discontinued stops, and facilitating bus rerouting.**

Equity

Equity in Action: Bus Shelter Placement



Buses are crucial to the residents of underserved communities, easing commutes to work or school and access to essential services. The more than 3,300 bus stop shelters across the city provide comfort and a sense of safety and security for these riders, especially during inclement weather, extreme heat, or late-night hours. Equally so, they are particularly valuable for second shift and overnight workers, people with disabilities, and those who commute when streets are much less active. In 2024, NYC DOT, as a part of the MTA's Bronx Bus Network redesign, relocated shelters from stops that were removed to high-use locations within the borough. Over the next few years, the agency will continue to re-align shelter placements and install additional shelters in other underserved communities and high-use locations throughout New York City.

"Having efficient public transportation and walkable places is vital in NYC, as one shouldn't need to have a car to get around. Accessibility is also key, both for disabled individuals and for helping the elderly age in place."

— Resident of Upper West Side, Manhattan

Alleviate Pedestrian Congestion + Improve Connectivity

Walking is the most common way New Yorkers get around, but more work is needed to ensure that all residents have access to safe and convenient pedestrian infrastructure, especially in underserved communities and those bisected by highways and other wide roads that make walking difficult.

Where feasible, NYC DOT alleviates pedestrian congestion by expanding the width of city sidewalks to create "Super Sidewalks." This is a key tool in areas like Midtown Manhattan and other commercial areas, where the number of pedestrians often overcrowds the existing sidewalk space. Super Sidewalks can be implemented quickly with materials such as paint, planters, and plastic delineators. With capital funding, successful locations can then be made permanent with concrete.

Many of the agency's street improvement projects (SIPs) aim to install or enhance pedestrian infrastructure and connections to make walking trips more comfortable and convenient. For example, a project at Van Cortlandt Park allows for pedestrians to safely and comfortably access one of the key entrances to the park. Another project on Park Row in Manhattan provides separate spaces for pedestrians and cyclists where previously these two modes had to share the same space.



Commitments to Alleviate Pedestrian Congestion + Improve Connectivity

- Advance sidewalk expansion projects through SIPs and capital projects to support pedestrian safety and convenience.
- Invest $4 million annually in sidewalks repairs adjacent to New York City Housing Authority developments.
- Transform Fifth Avenue into a world-class, pedestrian-centered boulevard.

The NYC Pedestrian Mobility Plan



NYC DOT's Pedestrian Mobility Plan is a data-driven framework designed to enhance pedestrian comfort, safety, and accessibility across sidewalks, intersections, and streets. The plan builds on existing guidelines to reduce sidewalk congestion, enhance connectivity, and elevate the walking experience.

Using projected pedestrian volumes from generators like transit hubs, schools, and parks, the plan identifies five street categories: Baseline Street, Community Connector, Neighborhood Corridor, Regional Corridor, and Global Corridor. Each category comes with design guidelines recommending sidewalk widths and amenities that balance walking space with public realm features such as trees, seating, and bike racks.

The plan's toolbox outlines treatments aligned with its goals, including:

- **Super Sidewalks – expanding existing sidewalks and creating new sidewalks**
- **Comfortable Connections – improving crossings and simplifying intersections**
- **Street Typologies – diversifying street designs including Shared Streets, plazas, and tools like Open Streets.**

NYC DOT collaborates with partner agencies on planning and capital projects, zoning actions, and new developments to advance these goals effectively.

Transform How Goods Move

New York City's economy relies on the efficient movement of goods throughout the five boroughs. As the economy grows, so does the demand for goods, increasing the amount of traffic for deliveries. Unfortunately, a historic overreliance on diesel trucks to move freight has led to negative consequences for the communities through which these vehicles travel. Given the locations of critical highway infrastructure, low-income communities and communities of color disproportionately bear those repercussions.

NYC DOT is committed to making the city's freight system more sustainable, equitable, and efficient. The agency does this by promoting and advancing alternatives to traditional truck deliveries, introducing regulations that make truck deliveries more efficient, and investing in infrastructure to support truck electrification. In 2024, for example, NYC DOT authorized the use of **electric cargo bikes** as part of the agency's efforts to increase low- or no-emission alternatives to truck delivery and installed more than 500 new loading zones to facilitate efficient deliveries.

In 2024, NYC DOT launched two programs to support orderly local deliveries while both alleviating congestion and reducing emissions. **Locker NYC** deploys secure, shared-use lockers so that delivery vehicles make fewer stops. Since April 2024, New Yorkers have made over 6,000 reservations for secure package pickup and drop-off, mostly in PIAs. **Smart Curbs** comprehensively studies curb lane needs to implement and evaluate new treatments and regulations, with additional benefits to enhance safety and create vibrant and clean public spaces.

Partnerships are crucial to the success of NYC DOT's freight programs. For example, the agency consults with other city agencies, community boards, business improvement districts, and representatives from businesses, environmental, climate justice, and street safety organizations to redesign the city's truck route network. When NYC DOT advanced the **microhubs pilot program** to provide companies with dedicated space to shift goods from trucks to sustainable modes of transportation for last-mile deliveries in 2024, the trucking industry guided the selection of on-street and off-street locations. And business partners that shift deliveries to off-peak hours are central to NYC DOT's **Off-Hour Deliveries Program,** which offers one-time incentive reimbursements for eligible expenses to reduce congestion, carbon emissions, and safety risks during busy times.

Additionally, the New York City Economic Development Corporation (NYCEDC) is a major partner in pursuing the City's sustainable freight agenda, from installing electric truck charging stations to seeking creative solutions to move more freight via waterways through the **Blue Highways initiative**. This initiative seeks to reduce truck-related traffic congestion and air pollution by modernizing existing marine infrastructure and developing a sustainable last-mile delivery model with minimal effect on neighboring communities.







Commitments to Transform How Goods Move

- Enroll 2,500 commercial bikes in the Commercial Cargo Bicycle Program by 2026.
- Expand commercial loading zones citywide and implement new loading-only regulations to improve truck delivery services and decrease double-parking.
- Implement the microhubs pilot and determine the feasibility of establishing a permanent network of microhubs by 2030.
- Expand Off-Hour Deliveries to 1,000 locations by 2030.
- Work with NYCEDC to seek federal funding to upgrade ferry dock infrastructure to support and expand the Blue Highways Program.
- Work with NYCEDC to expand the public truck charging network by leveraging city assets and public-private partnerships.

Organizational Excellence

Climate Action

The Urban Freight Collaborative



The Urban Freight Collaborative, backed by a $5.6 million federal grant, underscores NYC DOT's commitment to partnerships with the freight industry, academic institutions, and community organizations to enhance urban freight safety, efficiency, and sustainability. Aligned with NYC DOT's strategic goals to reduce congestion and emissions, this initiative brings together key stakeholders to deepen insights into freight movement and advance innovative, multimodal last-mile delivery strategies. Through these partnerships and data-driven insights, NYC DOT aims to create a resilient and equitable freight network that supports New York City's ambitious climate goals and enhances community livability.





Future-Proof Ferry Service

NYC DOT operates and maintains the **Staten Island Ferry**, the nation's largest passenger-only ferry system, serving as a free transit link between Manhattan and Staten Island, and serving 16 million annual riders. With ten vessels, ferry service runs year-round in all weather conditions, including low visibility, high winds, and blizzards. In 2023, the Staten Island Ferry achieved an outstanding on-time performance of 94% on its 5.2-mile run between the St. George Terminal and the Whitehall Terminal.

To chart a course toward a greener and more sustainable future, NYC DOT aims to cut ferry emissions in half by 2030 and achieve **net-zero greenhouse-gas (GHG) emissions** of ferries by 2050.

To meet these emission goals while also minimizing lifecycle cost and effect on service, the Ferries Division has begun a study of future ridership and to model future fleet emission requirements. The research will help guide the design of new ferries to replace the aging Austen Class vessels, and ensure the fleet meets the ambitious net-zero target by 2050.

In the short term, NYC DOT is considering actions the agency can take now to improve the sustainability of its ferry service, including testing the use of renewable diesel fuels, which reduces carbon emissions by 60% or more. The agency is also exploring alternative materials for use in dock building maintenance and repair.



Commitments to Future-Proof Ferry Service

- Complete a study on pathways to lower ferry fleet emissions and implement recommendations as feasible.
- Replace the Hart Island Ferry with a hybrid-electric vessel by 2028.
- Expand renewable diesel testing to reduce carbon emissions by 60% or more.
- Continue to explore alternative construction methods for ferry slips and piers that utilize sustainable materials.

Organizational Excellence

Climate Action

Renewable Diesel Fuel



Staten Island Ferry emissions represent 15% of municipal government transportation emissions and emissions from fuel use for ferry vessels represent 94% of the Staten Island Ferry system's greenhouse gas emissions.

To reduce emissions by 60% or more, NYC DOT began testing renewable diesel fuel, a petroleum-free alternative, on the Marchi Staten Island Ferry boat in fall 2024. The renewable fuel, made from fats and oils, such as soybean oil or canola oil serves as a direct replacement to Ultra Low Sulfur Diesel currently used in the ferry fleet. The agency plans to expand renewable diesel to the full Staten Island Ferry fleet in 2025. This move is a key step towards a greener and healthier New York City.



Accelerate Electric Vehicle Adoption

While NYC DOT seeks to increase the share of New Yorkers who walk, bike, and utilize public transit, the agency also recognizes that some New Yorkers will continue to drive because of limited access to transit alternatives, family or work obligations, disabilities or physical limitations, or personal preference. NYC DOT is working to accelerate the adoption of electric vehicles (EVs), which will be critical to achieving the City's commitment to reach carbon neutrality by 2050.

NYC DOT's commitment to building publicly accessible charging infrastructure will support the transition to EVs, especially for the next generation of taxi and for-hire vehicles. The approximately 13,500 taxis and 96,000 for-hire vehicles in New York City make over 250 million trips a year and are a key component of the transportation system, enabling many New Yorkers to achieve high levels of mobility without having to own a car.

As NYC DOT continues to deploy EV chargers across the city, we will continue to work with our partners, including the Taxi and Limousine Commission (TLC), on outreach and education that ensures that all New Yorkers are ready for the EV transition. The agency is also transitioning its own fleet to all hybrid and electric vehicles. To assist with this transition, the agency received a federal grant in 2024 to purchase 18 fully electric attenuator trucks for maintaining safe work zones for agency highway workers.

Commitments to Accelerate EV Adoption

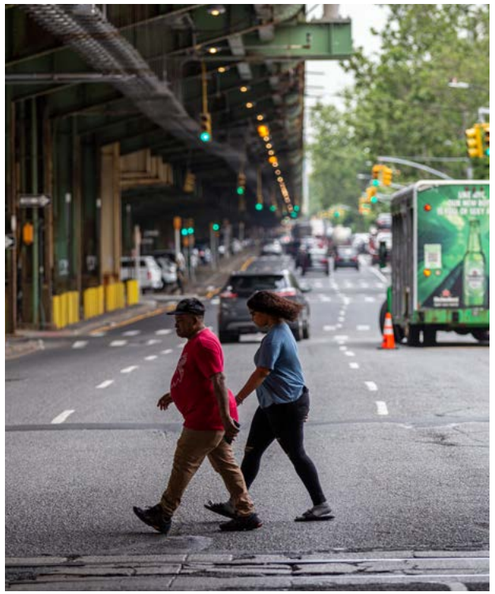
- Launch seven fast-charging stations at NYC DOT lots and garages by 2026.
- Release a citywide procurement for additional fast-charging sites by 2025.
- Build public fast-charging hubs at up to 11 sites in partnership with the New York Power Authority and install additional fast chargers in the outer boroughs.
- Install 600 curbside Level 2 chargers for drivers with limited access to off-street parking and drivers of high-mileage fleet vehicles.
- Maximize federal funds to expand the curbside charging program.
- Purchase 18 fully electric attenuator trucks to maintain safe work zones for agency highway workers.



Reimagine Highways

New York City highways were originally built with little consideration forlocal communities, often bisecting neighborhoods and disrupting street grids to prioritize the movement of cars. These highways disproportionately impact lower income communities and communities of color, which are often burdened with high levels of pollution and associated diseases and are physically separated from economic opportunities and essential services.

Now, as the city's aging highway infra-structure requires rehabilitation, both City and State agencies are aiming to better understand how we can improve safety and connectivity for all roadway users including drivers, pedestrians, and cyclists. NYC DOT is working with local communities to explore miti-gation opportunities, including adding new street connections, decking over highway trenches, or removing segments altogether. Current focus areas include the Cross Bronx Expressway (CBE), Brooklyn Queens Expressway (BQE), and Conduit Avenue/Boulevard Corridor, with ongoing efforts to identify additional opportunities for future highway improvements.



Commitments to Reimagine Highways

- Pursue the implementation of proposals in the *BQE North and South: Safe, Sustainable, Connected* report.
- Develop at least one complex capital project in both BQE North and South to improve quality of life for nearby residents.
- Pursue the implementation of recommendations from the *Reimagine the Cross Bronx Final Vision* plan.
- Launch a corridor-wide study on Conduit Boulevard to examine ways to reconnect the communities along this corridor.
- Study international best practices for air and noise mitigation from urban highways and implement interventions where feasible.



Community Engagement

BQE Corridor Vision



NYC DOT launched the BQE Corridor Vision in fall 2022 to work on two initiatives with communities along the 12.1-mile stretch of the BQE corridor in Brooklyn. The BQE Central initiative focuses on the 1.5 miles of City-owned highway from Atlantic Avenue to Sands Street, and the BQE North and South initiative identified improvements under and around the remaining 10.6 miles of State-owned highway, working to reconnect communities divided by the BQE Corridor. To learn more about these initiatives, visit bqevision.com.

BQE Central is made up of multiple bridge structures—including the historic 0.4-mile-long triple cantilever – as well as other ramps and retaining walls along the interstate corridor. Since this is the only portion of the highway that is City-owned, NYC DOT is leading efforts to identify a long-term solution for BQE Central that prioritizes safety, connectivity, and resiliency. The BQE Central visioning process was completed and summarized in the *BQE Central Vision: Summary Report* released in December 2024 that recaps the public meetings and outreach efforts for this section of the highway. The engagement process for the BQE Central visioning process identified potential design concepts that will be further developed and refined in the environmental review process. NYC DOT is currently preparing the necessary documents to start an Environmental Impact Statement (EIS) for BQE Central in spring 2025, in collaboration with the FHWA and the New York State Department of Transportation (NYSDOT).

For the BQE North and South visioning process, NYC DOT initiated the agency's first Community Partners program, which supported local organizations along the corridor in conducting their own grassroots engagement in addition to the regular City-led workshops and meetings. Community Partners received funding for their work and organized over 400 engagement activities, focusing on communities often left out of the engagement process, including those whose primary language is not English. The new report *BQE North and South: Safe, Sustainable, Connected* released in October 2024 marks the completion of the visioning process and details the City's vision to equitably reimagine BQE North—from the Kosciuszko Bridge to Sands Street—and BQE South—from Atlantic Avenue to the Verrazzano Bridge. The report includes dozens of near-, medium-, and long-term proposals—including streetscape and intersection redesigns, dedicated bike and bus infrastructure, highway capping, and new plazas—to improve safety, resiliency, and public space, and reconnect communities divided by the highway.

Across the length of BQE North and South, NYSDOT owns the trenched and elevated highway structures, while NYC DOT owns the streets and sidewalks next to the highway, and most of the areas beneath. In March 2024, the United States Department of Transportation (USDOT) awarded NYC DOT, in partnership with NYSDOT, $5.6 million to evaluate the cost and feasibility of ambitious, community-driven concepts. NYC DOT will also use a portion of this funding to work with NYSDOT to advance planning for at least one complex capital project in both BQE North and South. This project may include the further exploration of highway capping or intersections and ramp improvements.



3

The Public Realm

Goal: Reimagine city streets and other public spaces to promote vibrant, healthy neighborhoods reflective of community needs.





The Public Realm

New York City is the densest city in the nation and many residents lack access to quality open space, making the city's public streets an essential open space. New York City's streets, including sidewalks, are places for gathering, recreation, and exercise.

With oversight of over 25% of the total land area of New York City, NYC DOT has a unique opportunity to reimagine and re-engineer streets and public spaces to maximize benefits in an equitable and sustainable way.

In 2024, NYC DOT launched the Public Realm team within its new Office of Livable Streets to elevate the public realm experience for all pedestrians, no matter their ability or income. This multidisciplinary unit is responsible for engaging New Yorkers to reimagine and utilize their city streets as public space. The group oversees the development of programs, policies, projects, and management tools to elevate the public realm experience for its primary user — the pedestrian. Through diverse programs and initiatives, the Public Realm team creates vibrant and inclusive spaces that enhance safety, accessibility, and walkability while improving community, celebrating culture and improving the economy across New York City.

NYC DOT has sped up the creation of new and improved public spaces in recent years, with the pandemic's need for safe public outdoor spaces as an igniting force. The agency now supports the maintenance

and operations of many of these public spaces, using a variety of tools, some in concert with each other: redesigning spaces into new Open Streets and pedestrian plazas, making streets more welcoming to active transport modes; partnering with local groups to maintain and activate these spaces, with new programming and concessions; locating and siting new street furniture, including “Street Seats” and bicycle parking; as well as identifying and developing new types of funding and governance models.

In total, NYC DOT installed over 350,000 square feet of new pedestrian space in 2024, more than six football fields. This commitment to enhance public spaces aligns with the City’s broader vision — ensuring all New Yorkers live within a 10-minute walk of quality open space.





Support Public Realm Equity

While NYC DOT continues to expand the amount of public space available for New Yorkers to gather, more needs to be done to ensure that these spaces are equitably distributed and well-maintained.

To create and sustain high quality public spaces like pedestrian plazas and Open Streets, NYC DOT launched the **Public Space Equity Program (PSEP)**. Based on need and PIA goals, PSEP assists community partners that oversee 75 public spaces by providing operational and maintenance support. This includes horticulture care, workforce development, enhanced accessibility, technical assistance, community outreach, grant writing, programming, and funding.

As a signature PSEP partner, the Horticultural Society of New York (“the Hort”) currently provides maintenance, operations, and horticultural care at 28 plazas, 21 Open Streets, and other public spaces in underserved communities across the city. Through their contract with NYC DOT, this assistance will be expanded to up to 100 public spaces in underserved neighborhoods to ensure all New Yorkers have better access to high quality and vibrant public spaces.

Through a partnership with the non-profit Street Lab, PSEP works with grassroots groups, schools, and other community-based organizations to pilot and establish new Open Streets. This work provides immediate benefits to communities while also laying the groundwork for permanent changes to the public realm that will enhance safety and well-being in these neighborhoods.

Commitments to Support Public Realm Equity

- Help community partners manage approximately 100 public spaces in under-resourced neighborhoods.
- Expand programs with medium- and long-term partnerships with community organizations, like Open Streets, Street Seats, and the Plaza Program.



PSEP in Action: **Caldwell Enrichment Programs**

Caldwell Enrichment Programs has been managing temporary street closures ("play streets") for school children on Jennings Street in the Bronx for over a decade. This PIA-based organization aims to reduce the high school dropout rates and gang membership while promoting anti-bullying measures and healthy eating habits. It was one of the first to apply to the Open Streets program during the COVID-19 pandemic and has been approved to manage this location since 2021.

Through PSEP, Caldwell Enrichment Programs now receives annual funding for Open Street operations, maintenance, and regular programming, as well as staffing support and planter care from the Hort. This helps ensure the long-term success of this community-oriented public space that supports a large variety of uses and users in the Bronx.

In 2024, NYC DOT implemented traffic calming measures on Jennings Street to further support Caldwell Enrichment Programs' Open Street activation. The project included curb extensions, daylighting, and amenities like planters, granite blocks, and public art. These improvements are an example of how NYC DOT works to redesign successful Open Street sites as required by Local Law 55 of 2021.

Open Streets for All

New York City's Open Streets program transforms streets into public space open to all. These transformations allow for a range of activities that promote economic development, support schools, facilitate pedestrian and bike mobility, and provide new ways for New Yorkers to enjoy cultural programming and build community.

Originating as a response to the challenges posed by the COVID-19 pandemic, Open Streets quickly evolved into a beacon of support for communities, businesses, and institutions. New Yorkers, recognizing its significance, warmly embraced the program, finding solace and resilience amidst the difficulties of the pandemic. Acknowledging its profound consequences, the City Council took a decisive step in 2021 by enacting legislation to make the program a permanent fixture of the city's landscape. NYC DOT adopted the permanent program rules, including an application process, in spring 2024, ensuring its continued positive influence on the city's fabric.

There are three types of Open Streets:

Limited Local Access: Street is designated for pedestrian and cyclist use and enjoyment during a specified set of hours and days each week. During these times, local vehicle access is only permitted to park, pick-up/drop-off passengers, load/unload and make deliveries. Drivers are advised to drive 5 MPH. Access-A-Ride and emergency vehicle access is permitted 24/7.

Full Closure: Street is closed to vehicles to allow for a range of car-free activities that support local businesses, community organizations, and schools, by creating a space for the public to gather. Emergency access and an emergency lane must be clear at all times for emergency vehicle access.

Full Closure: Schools: Street is temporarily closed to vehicles during and immediately before and after school hours to support schools for drop-off and pick-up operations, recess, and outdoor learning.





Commitments to Open Streets for All

- Operate and enhance the Open Streets program.
- Develop SIPs for successful Open Streets, including plazas, shared streets, and slow streets.

Community Engagement

34th Avenue Open Street



NYC DOT has improved on successful Open Streets by making significant changes in the design and use of the street using temporary and permanent materials. For example, 34th Avenue in Jackson Heights, Queens is the City's longest Open Street and one of its most successful. Between 2022 and 2024, NYC DOT dramatically transformed this corridor into a haven for pedestrians and cyclists by implementing new pedestrian plazas, shared streets, and bike infrastructure along the 1.3-mile, 26-block stretch. On a nearly daily basis, the 34th Avenue Open Street, as pictured on the cover of this report, hosts a variety of programming and events, including English classes, cultural events, exercise classes, and walking and running clubs. Each morning before and after school, nearly 10,000 students use the 34th Avenue Open Street as a safe and pedestrian priority route to get to school.

Activate Public Space

NYC DOT and its partners collaborate to bring environmentally-conscious, recreational, and cultural activities to public spaces citywide. The agency hosts approximately 500 events a year that are free and open to New Yorkers of all ages and abilities. To support a diverse array of programming, NYC DOT provides a resource list of organizations that offer programming in public spaces, enabling partners to activate these spaces with a range of enriching activities, from yoga to circus performances to pop-up libraries.

Public space programming engages communities and promotes ways to use the city's most valuable public spaces—its streets. With a conscious effort on offering experiences to historically underserved communities, public space activations target neighborhoods in NYC DOT PIAs. Working with cycling and active lifestyle partners, the agency also brings fitness-based programming to communities lacking traditional recreational spaces. To honor the achievements and rich cultural histories of New Yorkers, NYC DOT hosts events in celebration of Hispanic Heritage, Juneteenth, and Disability Pride, among other festive activations.

NYC DOT also hosts marque annual events citywide, such as:

- Car-Free Earth Day: promotes activism and education surrounding climate change and sustainability at Open Streets, plazas, and along bike routes.
- Trick-or-Streets: expands car-free spaces for the month leading up to Halloween—the busiest times of the year for pedestrian activities.
- Día de Muertos: a weeklong celebration in Times Square featuring traditional Mexican Catrinas, public art, and free public performances.



Commitments to Activate Public Space

- Expand programming to support education, health, and inclusivity on neighborhood streets citywide focusing on Priority Investment Areas.
- Continue to host programs like Car-Free Earth Day and Summer Streets to activate public spaces for all New Yorkers.

Equity

The Expansion of Summer Streets



Since 2008, NYC DOT's annual Summer Streets has transformed city streets into car-free zones for walking, biking, and play. Offering free activities and performances, it has celebrated cultural, religious, and generational diversity, including youth, seniors, and people with disabilities in its programming and events.

Historically held in Manhattan for three days each August, NYC DOT expanded Summer Streets in 2023 to include additional dates and boroughs. In 2024, the program reached its largest scale, with over 500,000 attendees enjoying nearly 20 miles of car-free streets across all five boroughs over five Saturdays. Routes included Vernon Boulevard in Queens, Broadway in Staten Island, Grand Concourse in the Bronx, and Eastern Parkway in Brooklyn. The Manhattan route also expanded to include Adam Clayton Powell Jr. Boulevard in Harlem.

In addition, programming hours were extended in 2024 to allow more time for health and wellness activities, such as skateboarding, rollerblading, volleyball, soccer, and rock climbing. NYC DOT also distributed thousands of free helmets and provided Vision Zero safety education citywide. This expansion highlights NYC DOT's commitment to celebrating public spaces and making them accessible to all.



Prioritize Plazas

Since the first pedestrian plaza opened on Willoughby Street in downtown Brooklyn in 2007, NYC DOT has developed 85 plazas citywide through the NYC Plaza Program, transforming public spaces into vibrant pedestrian areas with amenities like benches and tables. Managed in partnership with local organizations and supported by NYC DOT's PSEP, these plazas encourage community interaction and economic development.

NYC DOT selects new plazas through a competitive application process, prioritizing areas with limited open space and a higher proportion of lower-income residents. Eligible organizations propose sites based on open space needs, community initiatives, and site context. Once selected, NYC DOT funds the design and implementation, engaging the community through visioning workshops to ensure the design aligns with neighborhood character. Local partners are essential for outreach, design collaboration, and maintenance, including daily upkeep, and programming activities. Plazas are initially implemented as operational projects using materials like planters, granite blocks, and epoxy gravel, allowing evaluation before NYC DOT funds and constructs permanent plazas through capital projects. The program promotes social interaction, pedestrian activity, and sustainability, incorporating green features and stormwater controls. Through this approach, NYC DOT has transformed underused streets into welcoming public spaces, enhancing neighborhood life and economic vitality citywide.

> **"These [public space programing] projects bring community members together and give them even more reasons to feel pride and ownership over their neighborhoods. Moreover, they drive foot traffic, which supports local businesses."**
>
> **– Business Improvement District Stakeholder**

Commitments to Prioritize Plazas

- Accept new applications to the NYC Plaza Program annually.
- Complete the Broadway Vision Street Improvement Project.
- Begin Broadway Vision capital projects for a permanent corridor build-out.
- Continue to support the creation of neighborhood plazas in Priority Investment Areas through the Public Space Equity Program.
- Continue to dedicate capital funding to build out neighborhood plazas in Priority Investment Areas.
- Launch capital design of 34th Avenue Plaza in Jackson Heights.
- Launch capital design of 34th Avenue Plaza in Jackson Heights.



Climate Action

Osborn Plaza



In 2014, NYC DOT accepted Brownsville Community Justice Center's (BCJC) application to create a plaza on Osborn Street in Brooklyn, at the heart of the neighborhood. In close partnership with BCJC, the plaza has become a community hub for programming, socializing and gathering, arts and cultural installations, and more after first being implemented with temporary materials.

Now in capital construction, the permanent plaza will soon feature seating, bike parking, raised planters, movable furniture, umbrellas, and a future kiosk for food and beverages or retail. Sustainability and resiliency features will include the installation of two new bioswales and five catch basins to better manage stormwater. The new trees, shade umbrellas, and the change in pavement material from asphalt to concrete will reduce the impact of extreme heat.

Innovate Outdoor Dining

NYC DOT created Dining Out NYC, which made roadway and sidewalk dining a permanent part of our city's streetscape. The program builds on the temporary outdoor dining initiative launched at the onset of the COVID-19 pandemic to support struggling restaurants and bars unable to provide indoor service. Initially created as an emergency measure, the NYC Council passed legislation making this a permanent program in New York City.

Crafted with a focus on inclusivity, the Dining Out NYC rules became effective in March 2024 and represent the culmination of an extensive public outreach and engagement campaign, spearheaded by both NYC DOT and the New York City Department of Small Business Services (SBS). The program's goal is to ensure safe and accessible outdoor dining throughout the city, allowing for a streamlined process with food service establishments while protecting street safety and enabling street maintenance.

A key feature of Dining Out NYC is the equitable fee structure, which adjusts by location and setup size, offering significant reductions compared to the previous sidewalk café program. Additionally, restaurants are no longer required to hire licensed architects or engineers for application drawings, which was a financial burden on small businesses and in some cases an obstacle to apply. As of November 2024, Dining Out NYC has received 3,800 applications and experienced a significant spike within the outer boroughs compared to the pre-pandemic program. Approximately 37% of applications received are from the outer boroughs versus a 30% participation rate pre-pandemic.

As one of the most significant efforts of the past decade to reimagine New York City's streetscape, Dining Out NYC supports small restaurants citywide, fostering a dynamic and diverse outdoor dining scene while accelerating the city's economic recovery.



Commitments to Innovate Outdoor Dining

- Continue the Dining Out NYC program to support small businesses and the vitality of New York City neighborhoods.
- Roll out a robust year-two outreach plan to encourage more food establishments to apply.
- Add affordable and convenient options for services to the Dining Out NYC Marketplace online directory.
- Work with other cities to normalize roadway dining as a public space amenity.



Supporting Small Businesses through the Dining Out NYC Website



NYC DOT's website **nyc.gov/DiningOut** supports small businesses participating in the Dining Out NYC program. This website provides resources for food service establishments looking to enhance their outdoor dining spaces, including prototype setups developed with experts in fabrication, lighting, and engineering featuring practical solutions tailored to various street types.

Additionally, the **Dining Out NYC Marketplace**, an online directory on the site, connects restaurants with a range of third-party vendors providing services for outdoor dining setups. This tool helps restaurants easily access design firms, fabricators, and other professionals to create inviting and compliant spaces. These initiatives are designed to empower small businesses and strengthen New York City's dining scene.

Emphasize Urban Design

NYC DOT will enhance New York City's streets through thoughtful and high-quality urban design. Guided by the NYC Street Design Manual, the agency focuses on delivering projects that are safe, inclusive, aesthetically pleasing, cost-effective, and easy to maintain. This approach is applied to all projects, including those undertaken by external partners such as developers and business improvement districts, with particular attention to historically underserved communities where public spaces may be the only open areas for residents.

The NYC Street Design Manual, a collaborative interagency effort, also highlights and informs the agency's work with city agencies and the private sector. Whether it's complying with the rules for reducing stormwater runoff when rebuilding the city's streets or collaborating with New York City Department of Sanitation (DSNY) to containerize waste set out, the agency works to ensure these efforts are implemented with an attention to quality design. Future editions of the NYC Street Design Manual will include guidance for Dining Out NYC, curbside design and management, open streets and activations, equitable street design principles, and policies involving community engagement, workforce development, and accessibility.

To ensure the best results, NYC DOT collaborates with agencies like the Public Design Commission (PDC) and Landmarks Preservation Commission (LPC), balancing modern design with the city's historic elements, while enhancing accessibility, and prioritizing sustainability in all streetscape projects.





The agency also works with local community groups and organizations such as the Design Trust for Public Space to enhance public spaces, such as the "El-Space" found beneath and adjacent to elevated transportation infrastructure for trains, bridges, or highways. There are over 300 linear miles of El-Space citywide with a range of uses including active pedestrian and vehicular corridors, parking, and facilities for storage and distribution. Still, many El-Spaces are underutilized, noisy, poorly lit, and unwelcoming. NYC DOT assesses El-Space locations to identify opportunities for improvement and new uses. These efforts include "pop-up" installations, demonstrations, and pilot tests, showcasing features such as enhanced lighting, green infrastructure, and expanded pedestrian space.

Commitments to Emphasize Urban Design

- Continue to publish the NYC Street Design Manual.
- Expand and consolidate the Landscape Maintenance and Workforce Development program to include additional boroughs and citywide projects.
- Continue the El-Space Initiative.
- Collaborate with DSNY and other City agencies to incorporate waste containerization into the streetscape.

Propel Public Art

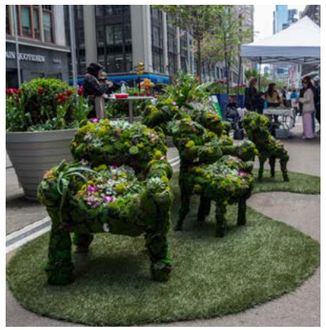
Public art plays a key role in NYC DOT's mission to enhance the quality of life in the public realm. Through **public art installations** on NYC DOT property, the agency creates attractive corridors and establishes meaningful partnerships with community stakeholders.

Since the inception of its art program in 2008, NYC DOT has produced over 475 temporary public art pieces in collaboration with artists, community-based organizations, nonprofits, galleries, and business improvement districts. These projects beautify and support safety initiatives in a wide range of public spaces, from sidewalks and medians to bridges and plazas. NYC DOT collaborates with the New York City Department of Cultural Affairs (DCLA) to commission new permanent public art. NYC DOT manages and maintains over 20 permanent artworks.

The NYC DOT Art program also reimburses local nonprofit groups and artists for their services, which has been particularly impactful in underserved areas. These efforts increase access to arts and cultural resources while providing paid opportunities to New York City's creative sector. Through these initiatives, NYC DOT transforms its infrastructure into canvases for community expression, fostering urban vibrancy. This investment in public art demonstrates NYC DOT's commitment to enriching the public realm.

Commitments to Propel Public Art

- Expand NYC DOT Art's initiatives to create 25 temporary artwork interventions annually.
- Develop educational and networking opportunities to encourage more community involvement in public art projects

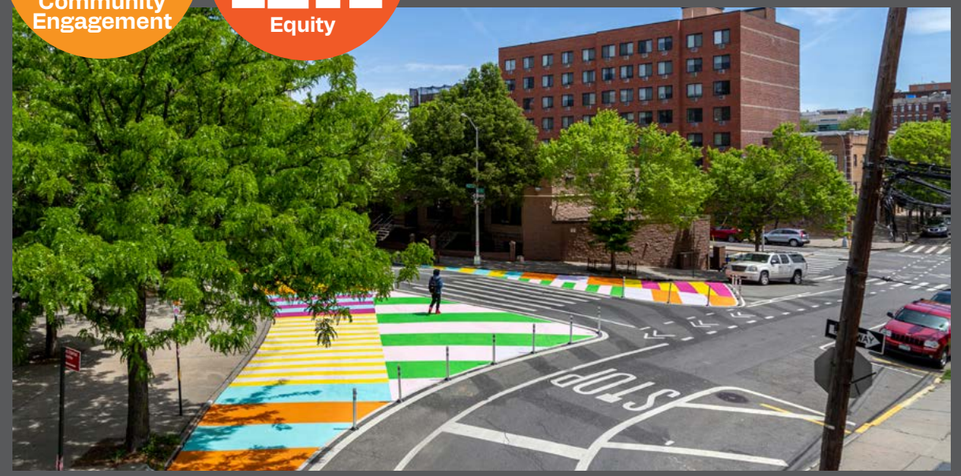




Designing Asphalt Art that Reflects Communities

Community Engagement

Equity



Asphalt art murals play a crucial role in transforming pedestrian spaces into vibrant, welcoming areas for the community. Installed in collaboration with local partners, often with design input from residents, the streets become public canvases that encourage place-making and belonging.

Since 2008, NYC DOT Art has installed nearly 60 asphalt murals, with 12 new murals amounting to 72,000 square feet added in 2024 alone. When NYC DOT redesigns streets, a variety of pedestrian areas may be added and painted with colorful murals created by professional artists. Alongside safety features like planters, granite blocks, and delineators, these temporary murals designate space on streets as a welcoming area for people and community use.

NYC DOT values community engagement by collaborating with local residents and organizations to create meaningful public art. In Brooklyn, students from P.S. 325 helped shape a 10,000-square-foot mural inspired by Koi fish to enhance newly extended pedestrian areas. On Staten Island, a community organization contributed to a mural design through workshops where members shared their drawings, now featured in a pedestrianized area near their headquarters. In Lower Manhattan, the Chinatown Connections Working Group provided input on proposed art and residents contributed ideas during a community event to help the artists create pieces that reinforces ties between Chinatown and nearby neighborhoods.

Expand Street Furniture

NYC DOT designs street furniture to improve pedestrian comfort, support transit use, and encourage walking and biking. The agency maintains thousands of benches and leaning bars citywide, focusing on providing rest stops for older adults, people with disabilities, and transit riders. To serve bus riders, NYC DOT oversees more than 3,350 ADA-accessible **bus shelters** citywide, with over 300 more planned thanks to a recent franchise amendment. NYC DOT further supports walking through its 800 wayfinding signs across the city, which help pedestrians navigate city streets. Moving forward, NYC DOT will focus the installation of **wayfinding** signs to serve people with disabilities and visitors of cultural attractions in underserved communities.

Bike parking is another key part of NYC DOT's street furniture program. With over 30,000 bike racks installed, the program prioritizes equitable placement where cyclists and micro-mobility users need them most. NYC DOT also installs bike racks in the roadway to relieve sidewalk congestion and improve visibility at intersections. NYC DOT is also in the process of procuring a secure bike program operator.

Historically, **street furniture** maintenance has been handled by community partners like Business Improvement Districts (BIDs) and local development corporations (LDCs). However, beginning in 2024, NYC DOT provides inspection and cleaning services for all benches, leaning bars, bike parking, and wayfinding signs citywide. This proactive approach ensures that underserved neighborhoods receive the same level of maintenance and care as more affluent areas, enhancing the quality of public spaces across the city.

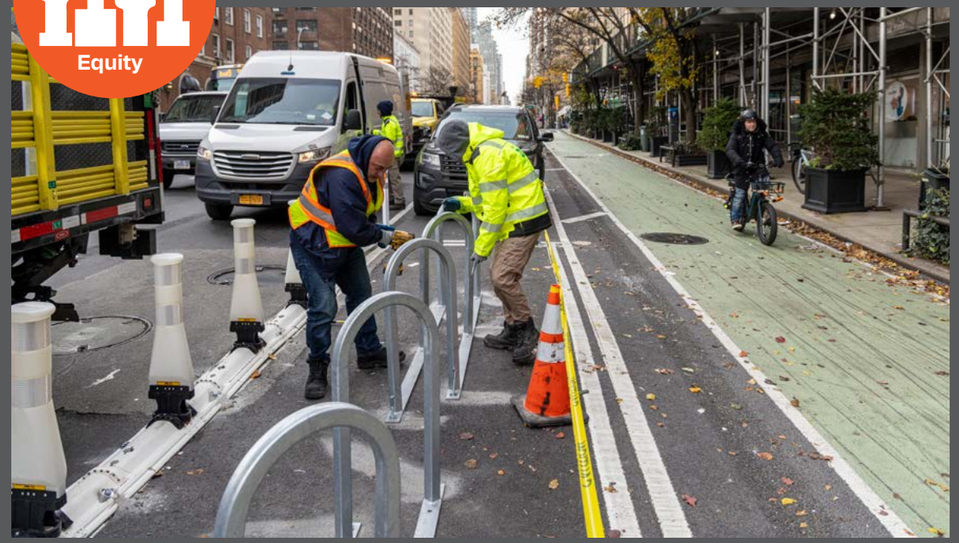
Commitments to Expand Street Furniture

- Install wayfinding signs at locations citywide.
- Install 2,000 bike racks a year.
- Improve visibility at intersections by removing parking and installing bike racks.
- Create thousands of secure public bike parking spots.



Secure Bike Parking

Equity



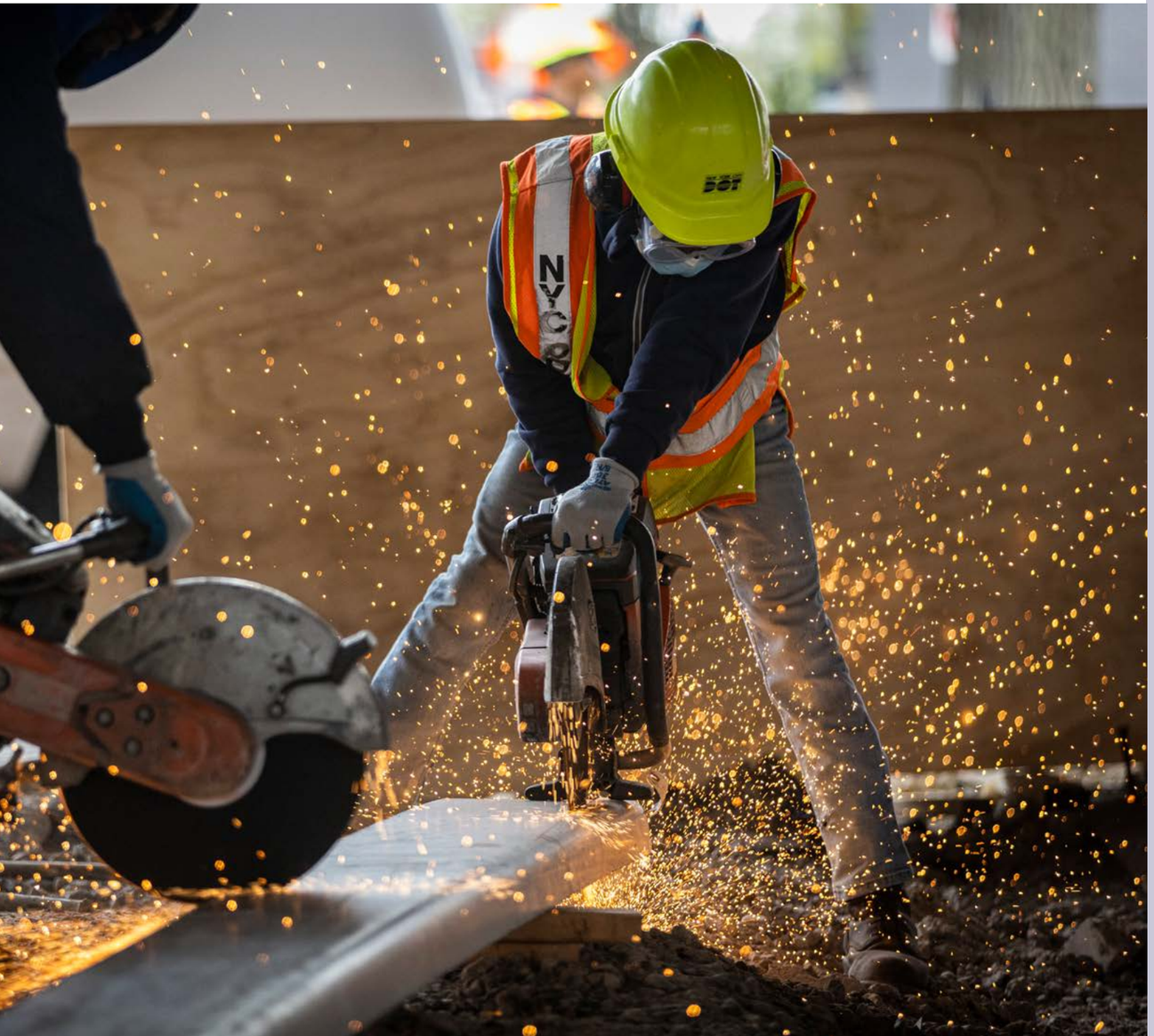
While standard bike racks provide a convenient bike parking option, they provide limited protection against theft or vandalism. NYC DOT recognizes that a lack of secure and convenient bike parking is a significant deterrent to biking in New York City. Following the example of peer cities like London and Brussels, NYC DOT seeks to address this challenge by installing 500 safe and convenient secure bike parking locations starting in 2025. NYC DOT released a Request for Proposals (RFP) in 2024 to select a contractor to install and operate the system, which will include small, covered structures for the curb lane, larger covered hubs for off-street locations, and uncovered self-locking docks for both curb lane and off-street locations. Users will have access to both long-term reserved, and short-term on-demand spaces.

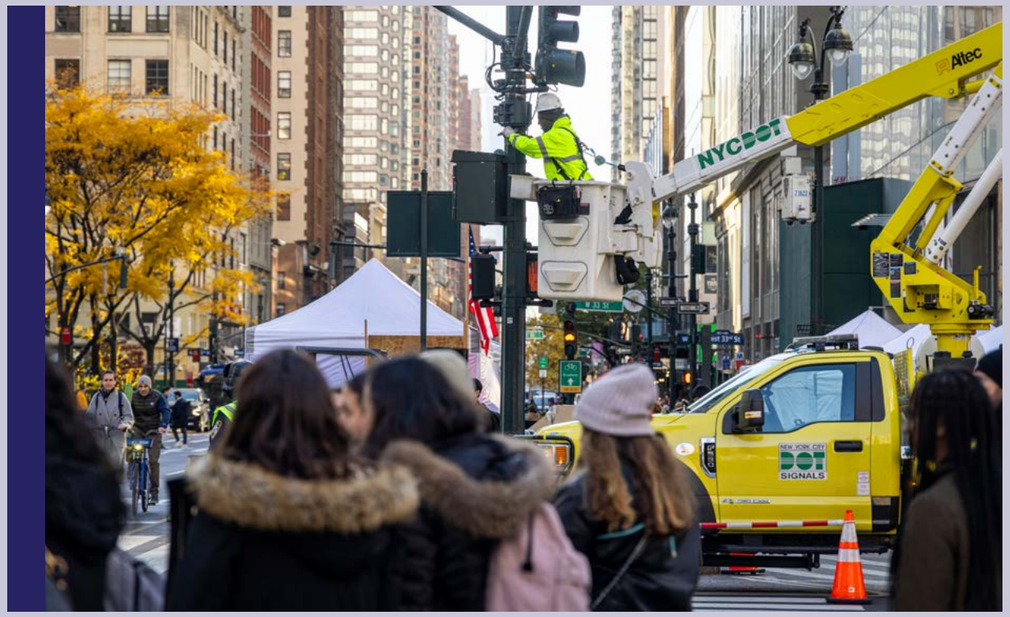
Secure bike parking options reduce bike theft, minimizing negative financial impacts and ensuring New Yorkers have convenient access to this flexible travel option. It also improves first-mile access to transit hubs, allowing for shorter and more predictable travel times for residents living beyond walking distance of the fastest transit options. Providing a secure place for bike parking builds on NYC DOT's efforts to increase safety and equity for delivery cyclists by providing options to safely store e-bikes near their homes or in the neighborhoods where they work.

4

Infrastructure + Asset Management

Goal: Maintain and adapt infrastructure for climate resilience, integrating sustainable practices and innovative techniques.





Infrastructure + Asset Management

NYCDOT is the steward of much of New York City's transportation infrastructure, including 6,300 miles of streets and highways, over 12,000 miles of sidewalk, and approximately 800 bridges and tunnels.

All infrastructure deteriorates over time due to wear and tear from use or weathering from heat, cold, wind, and water. NYC DOT conducts regular inspections to assess conditions of its assets – and is advancing the agency's approach to managing both through technology.

The agency works in partnership with other city agencies, such as the New York City Department of Design and Construction (NYC DDC), New York City Department of Environmental Protection (NYC DEP), New York City Department of Parks & Recreation (NYC Parks), and NYCEDC. These collaborations go beyond maintaining a state of good repair to ensure transportation infrastructure can withstand the test of time. In the face of escalating climate uncertainties driven by the Earth's rising temperatures, the collective efforts of NYC DOT and its partners take on vital significance for the future resilience of New York City.

Build Accessible and Inclusive Infrastructure

Accessibility is a key pillar of NYC DOT's commitment to equity. The agency strives to make city streets, as well as agency programs and services accessible to all New Yorkers with disabilities. NYC DOT's policy is to comply with all applicable laws, including but not limited to the Americans with Disabilities Act (ADA), the Rehabilitation Act, and the New York State and City Human Rights Laws.

Guided by A*ccessible Streets: NYC DOT's Proposed Five-Year Accessibility Plan*, NYC DOT seeks to enhance physical access, accessible services, workforce inclusivity, and effective communication for all, including individuals who are blind, have low vision, or have mobility, hearing, or cognitive disabilities.

Key examples of NYC DOT's work to make infrastructure accessible and inclusive include integrating design standards for accessibility in public spaces, making pedestrian signal information accessible to all pedestrians, upgrading all **pedestrian ramps** to ADA standards, and installing accessibility improvements at bus stops. The agency installed **Accessible Pedestrian Signals (APS)** at more than 855 intersections in 2024, bringing the total number of accessible signals in New York City to over 3,000.

To inform the agency's work, NYC DOT engages with the disability community and accessibility advocates at quarterly meetings. This Commissioner-led meeting provides an opportunity for advocates and individuals to give feedback on new and existing programs and designs. The agency also participates in the Mayor's Office for People with Disabilities' (MOPD) monthly advocates meetings to engage in a dialogue on agency programs and policies.



Commitments to Build Accessible and Inclusive Infrastructure

- Upgrade and construct ADA-compliant pedestrian ramps at intersections citywide.
- Upgrade all signalized intersections with APS by the end of 2036.
- Identify and upgrade bus stops under elevated structures with bus boarding islands or curb extensions.
- Explore technology to better identify defects on sidewalks, bike lanes, and crosswalks to enhance safety and accessibility.

Pedestrian Ramp Program

Equity



NYC DOT's pedestrian ramp program is the agency's largest-ever initiative to ensure New York City's street network is accessible to all. Pedestrian ramps provide accessible routes for people with disabilities—as well as aging New Yorkers and those pushing strollers and carts— to safely transition from a roadway to a curbed sidewalk and vice versa. NYC DOT's Pedestrian Ramp Program has constructed more than 50,000 pedestrian ramps since 2017 through resurfacing and street redesigns, addressing sidewalk damage and public complaints. The program is tasked with upgrading or installing all necessary pedestrian ramps, including corners, medians and mid-block crossings, to meet accessibility requirements across New York City, while also monitoring work performed by private developers, utility companies, and projects managed by other City and State agencies.

Service and Repair Bridges

NYC DOT manages approximately 800 bridges and four vehicular tunnels across the city, including the iconic **East River Bridges** and 23 movable bridges. These structures play a vital role in connecting New Yorkers to jobs, schools, and their families, while serving as critical freight routes for the region's economy. The agency is responsible for the full life cycle of these bridges, from inspections to maintenance and rehabilitation, with a team of over 650 engineers, tradespeople, and technicians dedicated to keeping the network in a state of good repair.

The NYC DOT bridge program prioritizes preventive maintenance and addresses structural and safety issues, while overseeing a $17.3 billion capital plan aimed at further repairs, rehabilitation, and replacements. Projects are selected based on bridge condition and aim to maximize efficiency and extend the lifespan of structures. NYC DOT also incorporates **climate resiliency** elements into its projects, as seen in the Shore Road Bridge project, which addresses flood risk and sea-level rise. Community engagement is central to the program, with regular outreach, public meetings online and in-person, and clear communication about ongoing projects and their effects.

Commitments to Service and Repair Bridges

- Publish the East River Bridges Capital Program Development Study by 2029 to ensure the healthy future of these iconic bridges.
- Expand the use of the design-build method of project delivery by the Bridges Division, as well as for other agency capital projects.
- Advocate for state legislation to expand weigh-in-motion systems citywide to protect bridge infrastructure from damage from overweight vehicles and promote weight limit compliance.
- Continue to explore and evaluate the use of aerial and submersible drones in routine and emergency bridge inspections.

Weigh-In-Motion Technology

Organizational Excellence



Bridge infrastructure is designed to last 50 to 100 years, with federal and state truck weight limits in place to ensure safety. However, with limited enforcement resources, many trucks are overweight, shortening the lifespan of bridges. With the use of weigh-in-motion (WIM) technology to automate enforcement of truck weights, NYC DOT can better protect the city's aging infrastructure.

Thanks to state legislative authorization, in November 2023 NYC DOT began issuing violations using WIM on Queens-bound portion of the BQE triple cantilever in downtown Brooklyn, a portion of I-278. NYC DOT began issuing warning on the southbound portion in March 2025. During the first seven months of this first-in-the-nation enforcement program, the monthly average number of overweight trucks decreased by 64%. NYC DOT aims to expand WIM systems citywide, continue outreach to truck operators, and pursue overweight permit reform to protect infrastructure and promote compliance.

Maintain Streets and Sidewalks

NYC DOT builds out sidewalks and pedestrian medians, paves and maintains city roadways, and works with NYC DDC to fully reconstruct streets. All this work is done with accessibility, sustainability, and resiliency in mind.

Using enough **concrete** every year to fill a large cruise ship, NYC DOT constructs safety improvement projects and installs and upgrades pedestrian ramps. To ensure sidewalks are safe for pedestrians, NYC DOT inspects sidewalks and educates property owners on how to repair sidewalks and respond to sidewalk violations.

NYC DOT's **resurfacing program** addresses problems on the roadway such as deterioration from wear and tear and weathering by heat, freezing and thawing, and precipitation. In the past year, the agency repaved 1,150 lane miles of streets, using over 1.1 million tons of asphalt. NYC DOT makes asphalt at plants in Brooklyn and Queens and also uses asphalt from three vendor plants in Staten Island, Queens, and the Bronx. After resurfacing, NYC DOT field crews monitor the roadway as part of routine inspections. Ponding, potholes, and other road defects are addressed as needed, and crews respond to 311 complaints and other community reported conditions. In 2024, NYC DOT filled 155,715 potholes with an average response time of less than two days.

Some streets have more significant repair needs that cannot be addressed through resurfacing. In those cases, NYC DOT works with NYC DDC to fully reconstruct the street, which typically includes full replacement of the concrete base below the pavement, curbs, sidewalks, signals, and lighting, as well as public and private utility work. There are more than $5.7 billion worth of **street reconstruction projects** that NYC DOT is working to plan, design, and construct over the next ten years. Reconstruction gives the city the opportunity to address safety and mobility issues, improve stormwater management, and make the street more resilient to other climate threats.



Commitments to Maintain Streets and Sidewalks

Continue to resurface streets, focusing on an equitable distribution of work citywide.

Replace over one million square feet of sidewalk annually on city-owned property and in residential neighborhoods.

Resurfacing: Equitable by Design

Equity

Organizational Excellence



NYC DOT is budgeted to resurface 1,150 lane miles citywide each fiscal year. Lane mile allocations are determined per borough based on size, crew availability, and asphalt supply. Locations are selected through inspections, street ratings, and input from community and elected officials.

Each borough's Community Boards receive lane mile allocations based on the percentage of streets eligible for resurfacing, with priority given to streets with the greatest need. Areas prone to pothole formation are also prioritized. The process involves continuous coordination with stakeholders, considering factors such as ongoing construction, utility work, events, and school proximity.

To ensure equitable distribution, NYC DOT analyzed resurfacing data by income and race, finding that lane mile resurfacing was evenly spread across neighborhoods, reflecting a fair and balanced program.



Pursue Clean Construction

NYC DOT is pursuing multiple programs across the agency to lower the embodied carbon of agency equipment and materials and to reuse materials instead of sending them to landfills.

NYC DOT uses **recycled asphalt pavement (RAP)** for street resurfacing, the agency's longest running clean construction program. The agency is a national leader in recycling old pavement and the asphalt produced contains an average of 40% RAP—twice the national average of 21%. By using milled asphalt to make new asphalt, NYC DOT avoids two million miles of annual truck trips that would be used to carry milled asphalt to landfills – reducing congestion, pollution, and wear and tear on city streets. A new state-of-the-art facility in Queens will allow NYC DOT to increase the RAP content of its asphalt to 50%, using 30,000 more tons of RAP that would otherwise have ended up in landfills. Additional strategies to lower the embodied carbon of asphalt include exploring the use of warm mix, recycled rubber, and recycled plastic waste technologies.

NYC DOT is also now producing **recycled concrete aggregate (RCA)** by crushing its own concrete debris from sidewalk and median reconstruction, instead of sending this material to landfill. The agency currently uses RCA as a sub-base material in sidewalk projects and is now seeking to understand how RCA could be used in the in-house production of new concrete. NYC DOT will also conduct tests of lower-carbon concrete mixes, including replacing cement with a material made from recycled glass bottles.

The agency's Bridge capital program is another opportunity to decrease the agency's carbon footprint. For example, the agency is exploring the use of environmental standards in design contracts and requesting the integration of sustainable materials and construction practices in Design-Build contracts.

To further clean construction initiatives, NYC DOT and other capital project agencies are now working with the Mayor's Office of Climate and Environmental Justice (MOCEJ) and Department of Citywide Administrative Services (DCAS) to incorporate environmental product declarations (EPDs), low-emission vehicles and equipment, and life-cycle assessments into capital contracts.

Commitments to Pursue Clean Construction

- Pilot increased use of electric machinery and equipment across NYC DOT operations as technology becomes available.
- Develop and test low-carbon concrete in sidewalk projects.
- Begin producing asphalt with 50% recycled content for use where appropriate.
- Explore the use of recycled materials and other sustainable alternatives, such as synthetics, in asphalt as they become available in the industry.
- Install updated emissions equipment at the Hamilton Asphalt Plant to meet new state environmental regulations.
- Explore ways to decrease GHG emissions of the Bridge capital program.

"I believe the City needs to be greener, cleaner, and better prepared for disasters. The City's transportation infrastructure needs to be resilient in the face of climate change and potential sea level rises."

— Resident of Riverdale, the Bronx



Further Resiliency

NYC DOT's role in building a resilient city is varied and complex, requiring collaboration with City, State, and Federal agencies. Its work includes integrating coastal protection into major capital projects, enhancing infrastructure against flooding, and creating comfortable, heat-resilient public spaces.

NYC DOT partners with other City agencies to design and construct billions of dollars' worth of flood walls, berms, and flood gates. The agency applies its safety and design standards to thoughtfully integrate this new asset class into many miles of streets and sidewalks, ensuring care and consideration for the local community.

The agency also works to develop, codify, and promote resiliency policy and design standards. For example, NYC DOT is working with NYCEDC in assessing, rehabilitating and reducing the flood risk of streets that end at the waterfront. To strategize and prioritize this work, NYC DOT is developing a series of guidelines for the planning and development of hundreds of waterfront street ends. The Resilient Waterfront Street Ends Guidelines will ensure that future work enhances the climate resilience of agency assets and aligns with agency commitments to equity.

To understand best practices to reduce urban heat and provide heat relief, NYC DOT created a toolkit of heat mitigation strategies from research funded by the Federal Emergency Management Agency (FEMA). Thanks to this Cool Corridors Study, the agency can now consider the cost-effectiveness of cooling tools, allowing them to be incorporated into benefit-cost analysis frameworks. This will give the agency an advantage when applying for grant funding to pilot heat mitigation strategies in street reconstruction projects. NYC DOT is also using FEMA funding to address persistent flooding along a vital transportation corridor that bisects wetlands in southeast Queens. The recommendations from this Brookville Boulevard Flood Study may also be applicable to roadways in other low-lying areas that are subject to flooding from high tides, rain and coastal storms, such as in Jamaica Bay, Northwest Staten Island and along the Long Island Sound.

Commitments to Further Resiliency

- Complete the Brookville Boulevard Flood Study and assess its recommendations.
- Publish the Resilient Waterfront Street Ends Guidelines and integrate recommendations into future programs and projects.
- Promote the findings of the Cool Corridor Study to raise awareness and support coordinated planning to address heat.
- Pilot cooling strategies and features on streets, sidewalks, and plazas.



photo: © NYC DDC

Climate Action

Supporting Stormwater Management



Like many other large cities, New York faces challenges in managing rainwater that cannot soak into paved surfaces, which contributes to flooding and puts additional strain on infrastructure—issues that are further intensified by the impacts of climate change. When this rainwater is left unmanaged, it overwhelms the City's sewer system, leading to combined sewer overflows (CSOs) that harm the water quality of our local waterways.

To comply with state requirements to reduce CSOs and improve the quality of New York City's water, the City adopted the Unified Stormwater Rule (USWR). Since 2022, USWR mandates implementation of stormwater management practices in large projects to manage stormwater runoff.

The best way to reduce flooding and support stormwater management is to create more surfaces that absorb water, such as grass, tree pits, and bioswales. To increase permeability in the roadway, NYC DOT uses precast porous concrete panels (PPCPs), a special concrete designed to collect and manage stormwater that runs off the streets and sidewalks when it rains.

Since PPCPs allow water to infiltrate into the soil below, they are most effective in areas where the subsurface conditions can easily be infiltrated, and the PPCPs can be easily maintained, such as in the parking lane in residential neighborhoods and low-volume business corridors. With more options for water flow, we avoid sewer overflow and flooding for heavier rain events. NYC DOT evaluates the appropriateness and feasibility of integrating PPCPs in all street reconstruction projects across the city. NYC DOT will continue to assist NYC DEP with installation of PPCPs citywide.

Decarbonize the Agency

To reach New York City's goal of achieving net-zero GHG emissions by 2050, NYC DOT focuses on reducing energy use and GHG emissions across its buildings and sites. The agency has implemented energy-efficient lighting, HVAC upgrades, roof repairs, solar panel installations, and electric vehicle chargers to support the City's transition to an all-electric light- and medium-duty vehicle fleet. Rapid roll-up doors have also been added to maintain temperature control in large spaces.

Guided by a 2021 energy audit, NYC DOT plans multi-site energy-reducing projects, including upgrades to building exteriors, interiors, and major mechanical systems. For larger facilities like the Flatlands Yard and the Maspeth Sign Shop, NYC DOT will incorporate newer technologies and materials to maximize energy efficiency and reduce emissions. The agency will replace outdated infrastructure with sustainable solutions, such as advanced building management systems, heat pumps, geothermal exploration, and expanding the use of solar, wind, and other renewable energy sources. NYC DOT will continue to prioritize decarbonization in strategic planning to ensure the agency meets or exceeds emission-reduction targets.

Commitments to Decarbonize the Agency

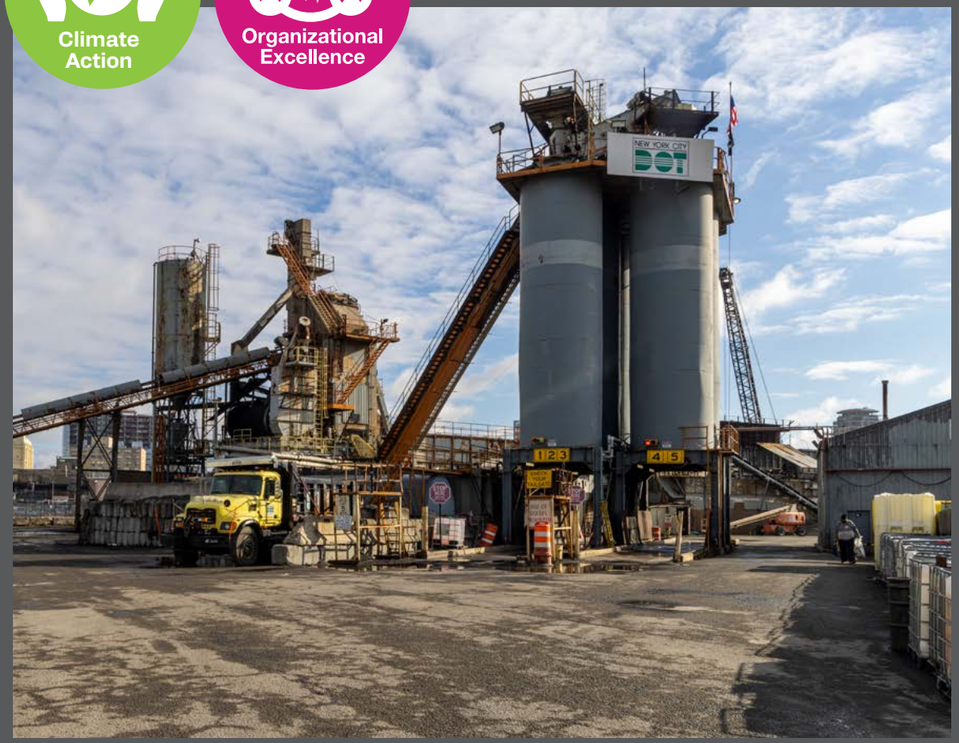
- Study and create plans to maximize energy efficiency and reduce GHG emissions at NYC DOT facilities, implementing recommendations as feasible.
- Rebuild the Harper Street Yard Administration Building to be Leadership in Energy and Environmental Design (LEED) Gold certified by 2027.
- Install updated control equipment at the Hamilton Asphalt Plant to reduce air emission from operations.



Harper Street Yard Improvements

Climate Action

Organizational Excellence



NYC DOT is undertaking a $139 million project to transform its Harper Street Yard with a new, state-of-the-art Administration Building. The building will be LEED Gold certified, all-electric, and flood-resistant, incorporating geothermal heating, a large solar panel system, water re-use, and energy-efficient lighting. It will feature a modern building management system to optimize energy use, setting a new standard for sustainable design. Construction, using the innovative design-build method, is set to be completed by spring 2026.

Additionally, NYC DOT is upgrading the Harper Asphalt Plant with efficient, low-emission equipment to enhance the production of recycled asphalt, which will help reduce GHG emissions by cutting down on the need for virgin materials. New electrical and HVAC systems will be installed in the plant's auxiliary buildings, further lowering emissions.

Foster Technology + Innovation

NYC DOT is leading efforts to harness new technologies and innovation across its divisions to improve transportation and operations citywide. The agency is focused on modernizing how it manages traffic, enhances collaboration, and integrates emerging tools. This includes the adoption of cutting-edge traffic control systems and the ongoing digitization of internal processes.

In traffic management, NYC DOT has modernized traffic signal control by deploying advanced traffic signal technology at more than 13,800 intersections. These systems are connected to the **Traffic Management Center (TMC)**, which monitors them around the clock and coordinates emergency responses when needed.

NYC DOT's Information Technology & Telecommunications (IT&T) division plays a key role in transforming how the agency operates. By digitizing manual processes, IT&T enhances data management and promotes greater collaboration. Additionally, IT&T is exploring the potential of artificial intelligence (AI) and automation to streamline operations and drive efficiency.

To ensure the agency stays at the forefront of technological advances, NYC DOT has established an **Innovation Coordinating Committee (ICC)**, which brings together experts from various departments to explore emerging technologies. These efforts are helping NYC DOT work smarter and faster while aligning with its environmental sustainability goals.

Commitments to Foster Technology + Innovation

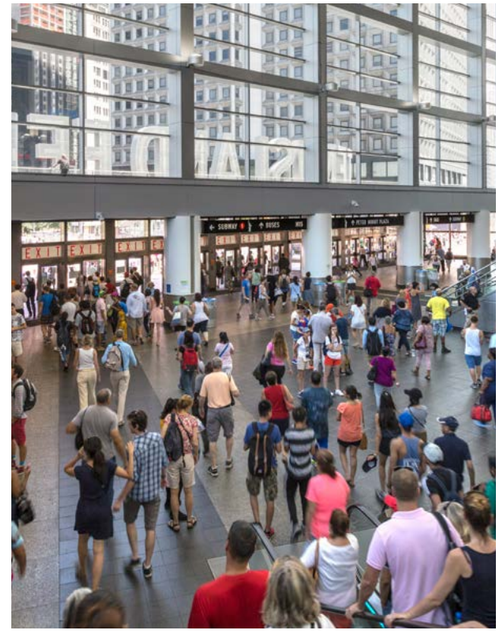
- Test new technologies to support remote and flexible curb management and enforcement.
- Continue exploring opportunities to utilize artificial intelligence to improve agency work and customer service.
- Create an agency Disaster Recovery Plan for implementing specific procedures to recover from widespread IT service disruptions.





Equitable access to passenger travel information is a key priority for NYC DOT for New Yorkers who are deaf or hard of hearing. In 2023, NYC DOT piloted with a technology start-up company that specialized in producing AI software to generate American Sign Language (ASL) videos of Staten Island Ferry terminal schedule announcements. The agency's goal was to assess the efficiency of utilizing the technology to help improve customer service response time, while also providing equitable access to passenger travel information. Following the conclusion of the proof-of-concept phase, NYC DOT found that the AI-generated ASL videos were both reliable and consistent.





Modernize Asset Management Systems

NYC DOT ensures the safety and efficiency of the city's transportation network by managing millions of assets in the public right of way, including street signs, traffic signals, pavement markings, parking meters, and street lights. These assets support traffic flow, pedestrian safety, and the overall functionality of NYC's streets.

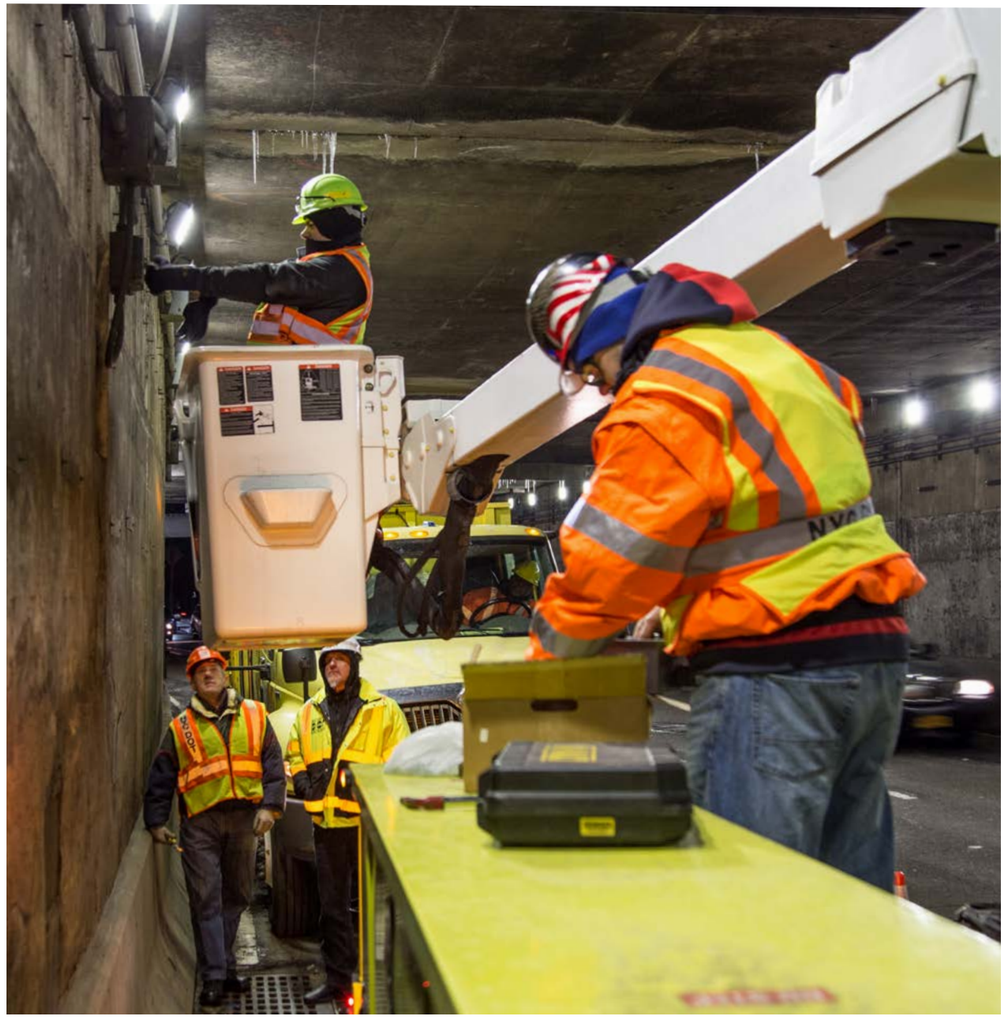
- **Street Signs:** Over one million street signs regulate traffic and safety. NYC DOT installs and repairs signs, prioritizing those critical to safety. Monthly "sign drops" offer commemorative NYC street signs for purchase.
- **Traffic Signals:** NYC DOT operates 13,500 traffic signal intersections, including Accessible Pedestrian Signals (APS), bike signals, and pedestrian head-start signals. The Traffic Management Center monitors live traffic citywide.
- **Pavement Markings:** NYC DOT maintains 350 million linear feet of markings, including crosswalks, bus and bike lanes, and intersection guidelines, ensuring efficient, equitable maintenance across boroughs.
- **Parking Infrastructure:** NYC DOT oversees 15,000 parking meters and 37 parking facilities. Recent upgrades include pay-by-plate meters and the ParkNYC mobile app for improved customer convenience.
- **Street Lights:** NYC DOT maintains over 315,000 energy-efficient LED street-lights to ensure nighttime visibility.

Effective asset management involves accurate inventories, frequent condition assessments, and proactive maintenance. NYC DOT is modernizing operations by exploring technologies like automated detection, media-based condition assessments, and machine learning for predictive maintenance.



Commitments to Modernize Asset Management Systems

- Explore and evaluate the use of machine learning algorithms for data collection in asset detection and condition assessment.
- Implement an automated roadway inspection program to enhance efficiency, accuracy, and proactive maintenance of pavement and roadway markings.



5

Workforce Diversity + Organizational Excellence

Goal: Better serve city communities by building a workforce and contracting with businesses to reflect the talents and diversity of all New Yorkers.





Workforce Diversity + Organizational Excellence

NYC DOT recognizes that a stronger agency is built around a diverse and talented workforce that reflects the city it serves. By prioritizing equity in agency hiring and contracting procedures and fostering a culture of organizational excellence driven by data, innovation, and best practices, we are building a workforce equipped to meet the city's needs.

The agency's workforce is made up of employees and contractors who are carrying out the mission and goals of this plan each day. NYC DOT has many agency- and employee-led initiatives that provide mentorship, connection, and community to both new and long-standing employees. In recent years, NYC DOT's efforts have dramatically increased to recruit new staff from non-traditional backgrounds and practice fairer hiring procedures that can build a deep bench for the agency's future.

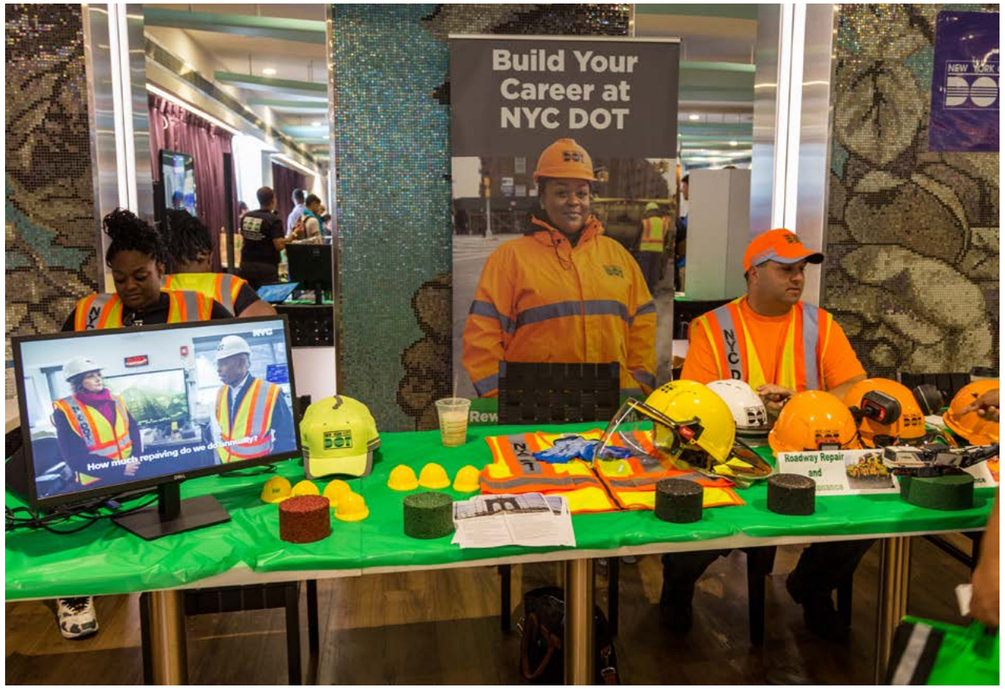
NYC DOT's commitment to organizational excellence is reflected in its focus on data-driven decision-making and the adoption of cutting-edge technologies and innovative practices. The agency uses advanced analytics to refine traffic management, enhance operational efficiency, and improve project outcomes. By continually integrating new tools and methodologies, NYC DOT ensures its work remains at the forefront of urban transportation. This emphasis on innovation, combined with adherence to industry best practices, strengthens the agency's ability to achieve its mission while cultivating an environment where employees feel empowered to contribute to transformative change.

Advance Diversity, Equity, and Inclusion in the Workforce

NYC DOT values its workforce of 6,000 employees across over 200 civil service titles, recognizing that their diverse backgrounds and experiences drive innovation and success. NYC DOT's Equal Employment Opportunity (EEO) and diversity, equity, and inclusion (DE&I) strategies ensure that the agency does not discriminate against any employees or applicants for employment in any manner prohibited by federal, state, and local law. These efforts aim to increase representation, inclusion, and professional fulfillment, helping to ensure all NYC DOT employees and applicants have an equal opportunity to succeed in the workplace.

Since 2019, NYC has produced an annual Workforce Profile Report to provide a comprehensive view of the demographic makeup of the agency's workforce. This report tracks staff representation and measures progress in EEO and DE&I efforts, ensuring accountability for these programs. NYC DOT uses findings from the report to address occupational segregation and underutilization of women and minorities, particularly in agency leadership roles.

To attract and retain a talented workforce reflective of New York City's diversity, NYC DOT employs strategies such as partnering with community-based organizations, collaborating with City agencies, and recruiting from local educational institutions like the City University of New York (CUNY) and from Historically Black Colleges and Universities (HBCUs). The agency participates in CUNY career fairs, hosts leadership and students at events, and shares job opportunities with students and alumni.





NYC DOT uses structured hiring practices to reduce bias in the hiring process and to enhance internal advancement opportunities. Structured hiring also improves staff morale by demonstrating the agency's commitment to equal employment opportunity. By increasing the likelihood that the most qualified person is selected for a given position, the agency strengthens employee confidence in the fairness of the hiring process, leading to higher employee retention and productivity. Even in times of financial constraint, NYC DOT remains a stable source of employment with competitive benefits, offering strong prospects for long-term career growth.

NYC DOT regularly hosts agencywide events to promote a sense of community and belonging and provide all staff with the opportunity to pose questions, voice their concerns, and make suggestions for improvements to racial equity efforts within the agency.

Commitments to Advance Diversity, Equity, and Inclusion in the Workforce

- Continue publishing the annual Workforce Profile Report to ensure accountability of EEO and DE&I initiatives, with a focus on agency leadership.
- Continue identifying trends in recruitment, retention, and promotion of diverse employees to improve EEO and DE&I outcomes.
- Continue promoting diversity in NYC DOT senior leadership by evaluating practices, assessing current initiatives, and developing new strategies for EEO and DE&I.
- Continue disseminating surveys to NYC DOT employees on disability status to foster an inclusive workplace culture.
- Continue collaborating with CUNY and HBCUs to recruit new employees and to reduce gaps in representation.
- Continue hosting internal town halls, networking events, and inclusive activities focused on DE&I.
- Work with city partners to launch the Marine Oilers Trainee Program to provide comprehensive training, sea service, and safety courses in marine engineering.



Bolstering Recruitment Pipelines

Organizational Excellence



NYC DOT offers robust pathways to employment opportunities through internships and partnerships.

NYC DOT employs over 150 paid interns, mostly College Aides, with over two-thirds from CUNY. Many transition to full-time roles in critical areas like engineering and IT after graduation. Interns also join the agency through the Summer Youth Employment Program, Ladders for Leaders, and the Transportation Career Mentoring Program, with some becoming College Aides. High school students can enroll in the New York City Automotive High School and Career and Technical Education Internship Programs, which serve as additional recruitment pathways.

NYC DOT also participates in the Partnership for Inclusive Internships (PII), promoting job readiness for people with disabilities through internships in city government, and the Civil Service Pathways Fellowship, a CUNY-DCAS initiative that helps graduates transition into full-time City employment, placing fellows in roles like policy, data, and procurement.

Additionally, NYC DOT plans to launch the Marine Oilers Trainee Program to address recruitment challenges in marine engineering, focused on a diverse pool of applicants not traditionally entering the maritime field. This program will prepare participants for careers as Marine Oilers through comprehensive training, sea service, and safety courses.

Enhance Employee Development

NYC DOT fosters internal growth and promotion through a variety of professional development programs, ensuring a strong pipeline of skilled candidates for future vacancies. These initiatives provide employees with hands-on experience, mentorship, and leadership development to advance their careers. Here are some examples of employee development programs at NYC DOT:

- **Future Leaders Program:** Launched in 2017, this year-long leadership program offers 20-30 staff members mentorship, cross-divisional experiences, and professional development, equipping them for more senior roles.

- **Transportation Planning & Management's Mentoring Leaders Program:** Launched in 2018, the Transportation Planning and Management's (TP&M) Mentoring Leaders program provides one-on-one and group professional development, field trips, and introductions to division and agency structures. It has helped close to 150 people with their career growth.

- **Traffic Operations Mentoring Program:** Established in 2020, this program pairs mentees with mentors, offering workshops, field trips, and development opportunities. It has helped over 70 participants advance in their careers.

- **Bridges Division Cross Training Program:** Provides early-career engineers with hands-on experience in various units, enhancing collaboration and professional growth.

- **Employee Resource Groups (ERGs):** ERGs support diversity, inclusion, and professional development, offering leadership and networking opportunities across the agency. ERGs foster leadership, career growth, and a sense of community and belonging among employees.









Commitments to Enhance Employee Development

- Continue to support divisional internship, mentoring, fellowship, and apprenticeship programs.
- Continue to promote employee development opportunities through ERGs.
- Engage with local indigenous communities to develop a land acknowledgement and mandatory training for all NYC DOT executive staff on why and how to use this land acknowledgment in a meaningful way.



Employee Resource Groups



NYC DOT has nine ERGs, each voluntary and employee-led, but open to all staff regardless of background. ERGs foster community, offer support, and advance DE&I efforts across the agency:

African American Career Advancement Network (AACAN): Strengthens morale and professional networks for African Americans, offering mentoring, training, and advocacy on diversity in recruitment and retention.

Arab, Turkic and Persian ERG (ATP): Promotes understanding and empowers members through resources, mentorship, and collaboration, driving inclusion and innovation.

Asian/Pacific Islander Association (APIA): Fosters community among Asian/Pacific Islander employees and promotes diversity through cultural events, mentorship, and EDI support.

DiverseAbilities: Advocates for recruitment and retention of people with diverse abilities to create a more accessible and equitable workplace.

Indigenous Peoples' Collective (IPC): Elevates visibility of Indigenous employees, promotes career advancement, and fosters awareness of Indigenous cultures.

LGBTQ+ @DOT: Enhances inclusion and visibility of LGBTQ+ employees through education, networking, and alliance-building.

Organización LatinoAmericana @ DOT (OLA): Supports Latinx/Hispanic employees through professional development, cultural awareness, and equity efforts.

Women Empowering Women in Nontraditional Work (WE WIN): Empowers women in field operations with leadership and technical skills development.

Working Parents: Provides resources and support to working parents, advancing gender equity and promoting a welcoming workplace for all parents.

Modernize Data Analytics

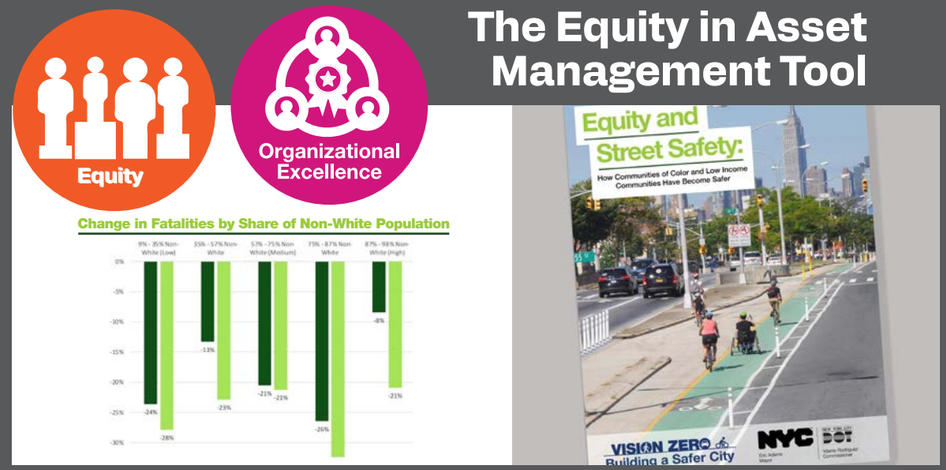
NYC DOT is using technology to automate data collection and analysis to enhance transparency, accountability, and data-driven decision-making. NYC DOT's analytics program involves setting up systems to automatically collect and analyze data from various sources, then presenting that data through simple-to-understand visuals, called dashboards. This helps managers make informed decisions and facilitates knowledge exchange with other City agencies. NYC DOT can improve the accuracy and efficiency of its work by reducing reliance on manual processes, ultimately leading to a safer and more efficient transportation system for New Yorkers.

Examples of NYC DOT's analytic program include real-time mobile business intelligence reports for the electric vehicle network that provide up-to-the-minute charger status and locations; data warehousing and analytics for the automated enforcement program that lead to equity considerations in placement; and digitizing forms and submissions in hiring and promotions for increased efficiency, with an emphasis on equity in personnel practices. This program is a dynamic and continually evolving effort aimed at modernizing various data-related functions, spanning data collection, management, analysis, and reporting.

Commitments to Modernize Data Analytics

- Develop performance indicator dashboards for each division to support data-driven decision-making.
- Develop a spending dashboard to prioritize investment of agency dollars in underserved communities of color and close race-based disparities in transportation-related outcomes.
- Continue to develop more robust reporting and analytics to support DE&I policy and decision-making.
- Establish data sharing protocols between city agencies so compliance reporting can be automated, saving time and resources.

The Equity in Asset Management Tool



NYC DOT developed the Equity in Asset Management (EAM) tool to better understand equity gaps in assets and aim to better distribute assets fairly across the city. The EAM tool uses 20 years of historical data on key assets and programs to integrate income and racial demographic information into prioritization processes, sparking meaningful discussions and fostering a deeper understanding of equitable infrastructure investment.

NYC DOT's use of the EAM tool is a significant step toward achieving equitable outcomes in ongoing efforts to ensure that assets and programs are distributed equitably across the diverse landscape of NYC.



Increase M/WBE Access and Opportunity

New York City's business community is diverse, but many businesses still face barriers in accessing capital and contracts due to persistent inequities. To address this, NYC DOT offers equitable contracting and procurement opportunities, with a specific focus on **Minority and Women-Owned Business Enterprises (M/WBEs).** In 2020, the agency set an ambitious goal to allocate 30% of its contracts to M/WBEs annually, achieving this target for the first time during Fiscal Year 2024. Many of these contracts were awarded using the "M/WBE Small Purchase method" of goods, services, and construction, which streamlines the procurement process and eliminates the requirement for formal competition. This fosters greater participation from diverse businesses in the MWBE community for City contracts up to $1.5 million.

Through proactive outreach and industry events, NYC DOT provides M/WBEs with valuable resources, helping them expand their capacity and technical skills. The agency facilitates connections between M/WBEs and key decision-makers involved in contracting and procurement. NYC DOT also encourages joint ventures between M/WBEs and other businesses, further broadening access to contracts across various sectors, including professional services, construction, goods, and standard services.

Additionally, NYC DOT offers coaching and technical assistance to guide M/WBEs through the often-complex procurement process. By focusing on industries where M/WBEs are underrepresented, the agency works to ensure that contracting opportunities are both diverse and inclusive, supporting businesses of all sizes and backgrounds.





Commitments to Increase M/WBE Access and Opportunity

- **Bolster NYC DOT contracting opportunities for M/WBEs, with the goal of maintaining or exceeding 30% in M/WBE contracts annually.**
- **Establish an M/WBE Advisory Committee comprised of industry leaders, community organizations, and government officials to regularly meet for advocacy, networking, resource development, and policy recommendations.**
- **Establish and utilize one M/WBE-only pre-qualified list (PQL) annually for M/WBEs' exclusive rights to bid/propose on certain agency projects.**
- **Engage with and support M/WBEs by continuing to:**
  - Host Industry/Outreach Days for large-scale procurements for prime contractors to meet M/WBEs,
  - Promote the Agency's procurement opportunities in community and ethnic media outlets,
  - Partner with sister agencies, professional groups, and elected officials to host "Doing Business with NYC DOT" workshops, and
  - Attend quarterly meetings with fiscal officers to provide training on searching for M/WBEs in the SBS directory and share best practices.

Greener Roadway Trainings

Organizational Excellence

Climate Action



Thanks to a City Cleanup Corps grant, NYC DOT launched the Greener Roadways Training workforce development program in 2023 as a part of its landscape maintenance contracts in Brooklyn and the Bronx. This program was launched in the aftermath of significant job loss during the COVID-19 pandemic to build pathways to continuing careers among residents of historically underinvested neighborhoods. As a result of this training program, the participating M/WBE landscape maintenance company, U. Arias Corp, hired 5 trainees after the program was completed, helping alleviate a drastic shortage in skilled landscape workers that has been reported by industry businesses. NYC DOT plans to continue the Greener Roadways Training program and is looking to respond to increased maintenance demands throughout the Bronx, Queens, and Brooklyn. Future iterations of the program will build efficiency through setting standards for onboarding and training process and introduce a youth workforce program to strengthen the pipeline to good jobs.

Spend Responsibly

NYC DOT takes great pride in being fiscally sound and responsible to ensure taxpayer dollars are spent efficiently and effectively. Agency operations are supported through an annual $1.5 billion Expense budget and the ten-year Capital program is currently funded at $26.5 billion. Through the guidance of the Mayor's Office of Management & Budget, NYC DOT conducts multiple rounds of expense-saving exercises each year to guarantee constant attention to finding creative ways to maximize limited resources.

While the majority of NYC DOT's budget comes from the City, both state and federal funding play an important role in agency operations and initiatives. NYC DOT receives hundreds of millions of federal dollars each year to spend on transit and infrastructure projects. NYC DOT also competes for federal grant awards. Since the passage of the Bipartisan Infrastructure Law in 2021 and the Inflation Reduction Act in 2022, the federal government has awarded NYC DOT with over $327 million in competitive grant funding.

NYC DOT uses economic analysis to spend efficiently and make grant applications more competitive. The agency is conducting research on the social and economic value of improvements for pedestrians, bicyclists, and transit riders, with the goal of building tools to estimate the number of pedestrians, bicyclists, and micromobility users on every street of the city. These tools can allow for a benefit-cost analysis of proposed projects, a common way to help prioritize projects for capital funding.

NYC DOT also applies a data-driven prioritization model to capital street reconstruction projects, ensuring that capital funding first goes toward projects that simultaneously advance the agency's safety, equity, and climate goals. The agency's project prioritization model ranks the universe of competing street reconstruction needs by analyzing both the proposed project scope and relevant demographic and spatial data, with emphasis on agency-focus geographies that include PIAs and Vision Zero Priority Intersections, Corridors, and Zones. This framework ensures capital investments are directed to communities with the greatest needs while maximizing the impact of taxpayer dollars.

Federal Funding Awards

NYC DOT Projects That Have Received Funding from the Bipartisan Infrastructure Law

Brookville Boulevard Flood Mitigation Study	$2.6M
NYC Greenway Expansion Plan	$7.3M
Whitehall Ferry Terminal CCTV Upgrade	$748.8K
East River Bridges Capital Planning	$1.6M
Delancey Street Safety Improvements	$21.5M
Hunts Point Charging Hub	$15M
Cool Corridors: Urban Heat Mitigation Pilot	$320.5K
ITS Deployment for Traffic Control Management	$11.6M
Sustainable Mobility Wallet and Incentives	$16.9M
Automated Roadway Inspections	$4.4M
VZ Innovation: Traffic Crash Impacts Data Analysis	$5.6M
VZ Innovation: AI Video Analytic Pilots	$3M
Staten Island Ferry Facility Upgrades	$5.8M
Urban Freight Mobility Collaborative	$5.7M
Grand Street Bridge Reconstruction	$15.0M
Ferry Charging Infrastructure for Governor's Island	$7.5M
Ferryboat Storage Facility Reconstruction	$3M
Innovating Transit Signal Priority	$2M
Flood Risk at DOT Facilities Scoping Project	$900K
Curbside Level 2 (L2) EV Charging Program	$15.0M
Queens Boulevard Great Streets and Vision Zero	$29.8M
10th Avenue Greenway and Safety Project	$96M
Safe Micromobility Charging Project	$25M
BQE Connects: Quality of Life Planning Work	$5.6M
Safe Routes to Transit - Jerome Avenue Bus Facility	$6M
Electric Heavy Duty Vehicles and EV Infrastructure for DOT Fleet*	$6.2M

**Funding program from Inflation Reduction Act*

Commitments to Spend Responsibly

- Continue utilizing a prioritization model to target capital funding toward projects in historically disinvested communities.
- Explore using economic analysis to better prioritize street reconstruction projects.
- Pursue new funding opportunities and advocate for reauthorizing Bipartisan Infrastructure Law-funded programs.
- Advocate for federal grant reviews to consider benefits of operational improvements.
- Seek federal guidance on valuing increased community connectivity, access, and cohesion in benefit-cost analysis frameworks.

Economic Analysis in Action: **Funding Cleaner Trucks for the South Bronx**



The Hunts Point Produce Market in the South Bronx hosts 30 merchants across one million square feet, housing hundreds of truck refrigeration units (TRUs) to keep food fresh at the market. TRUs are critical to market operations but rely on diesel engines that emit harmful pollutants, a particular concern for the Hunts Point area which has the highest asthma hospitalization rate in the city. Since 2017, NYC DOT has replaced 68 diesel TRUs with electric or hybrid units within the Hunts Point Market. Replacing one TRU with a clean-burning alternative can cut PM2.5 emissions by more than 75%.

As part of the MTA's Central Business District Tolling Plan, NYC DOT received $15 million to expand the TRU replacement program to improve air quality in the Bronx. Through economic analysis, NYC DOT found that the annual health benefits would exceed the program's one-time cost by over 30%, underscoring its long-term value.

Deepen Public Engagement

NYC DOT prioritizes community participation and awareness through a multi-faceted approach to public engagement across all projects and programs. Historically, the agency has maintained close contact with New Yorkers through borough commissioners' offices, which serve as the first line of communication between the agency and the public. These offices regularly engage with elected officials, community boards, and residents to address local concerns and ensure successful project implementation.

During the COVID-19 pandemic, NYC DOT adapted its approach by hosting virtual meetings, which significantly increased public participation. With the barriers of travel and childcare removed, attendance doubled or tripled at some public meetings. This shift allowed more New Yorkers, including the elderly and those with mobility impairments, to engage in NYC DOT's work. Even after pandemic restrictions lifted, NYC DOT continued offering virtual participation options, recognizing their benefit for community involvement.

Efforts like the day-long **Commissioner in Your Borough events,** which feature borough-specific activities and community forums designed to address local concerns, underscore the agency's dedication to fostering accessible and meaningful public engagement. These initiatives not only enhance the agency's credibility as a trusted community partner but also strengthen its relationships across New York City's diverse neighborhoods.

To meet New Yorkers where they are, NYC DOT's **Street Ambassadors** go to schools, parks, shopping centers, and other community spaces to gather input and inform the public on Street Improvement Projects (SIPs). Using tools like QR codes for surveys, Street Ambassadors ensure inclusive engagement by offering conversations in residents' preferred languages. The program emphasizes outreach to traditionally marginalized areas, focusing on environmental justice and Priority Investment Areas. By attending local events rather than requiring people to visit pre-set meetings, Street Ambassadors build trust and foster transparency in the project planning process.

NYC DOT's **Mobility Management Program** works to ensure quality customer service to people with disabilities, older adults, low-income and limited-English proficient populations by offering capacity building workshops for NYC DOT staff with themes on accessibility and inclusion. This includes quarterly trainings on how to make public documents accessible, conducting inclusive events, and equity-centered community engagement. The program also provides up-to-date demographic data on focus populations, such as people with disabilities, limited-English speakers, and older adults, for NYC DOT planning and policy staff to help guide their work.

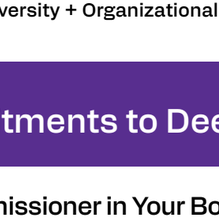


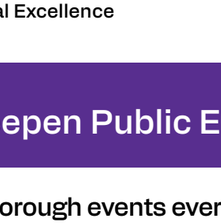
Commitments to Deepen Public Engagement

- Host 10 Commissioner in Your Borough events every year.
- Continue to conduct quarterly town hall meetings to bring together NYC DOT staff and representatives from the disability community.
- Establish a Community Engagement Task Force to:
  - Standardize and track community outreach,
  - Provide guidelines, capacity building, and metrics for inclusive engagement,
  - Support and connect NYC DOT teams and individuals in outreach efforts,
  - Collect and develop best practices for outreach and engagemeny, and
  - Assess the public's experience with NYC DOT outreach.

Priority Investment Area Community Expert Program









When local government engages with communities in ways that are sensitive and specific to context and culture, those communities can be better empowered. NYC DOT's new Community Expert Program leverages NYC DOT employees' knowledge of their own neighborhoods to inform projects. Meaningful engagement is essential to ensure programming meets the needs of communities, some of which may have received fewer safety interventions in the past. By having NYC DOT staff engage in projects as neighbors and community members, NYC DOT can more credibly guide public engagement early in the planning and project development process. Over 140 NYC DOT employees across the agency have signed up to be Community Experts, and their work has already informed various projects, including the Pedestrian Mobility Plan, a pedestrian safety project at Union Turnpike and Metropolitan Avenue, the microhubs pilot program, and the Prospect Park Drive pilot.

Improve Customer Experience

NYC DOT is dedicated to delivering efficient, responsive, and accessible customer service across all its operations to reinforce trust and transparency with the public.
The agency processes public concerns and service requests through a variety of channels, including around a half-million annual 311 service requests. Examples of requests to NYC DOT include traffic safety studies, traffic control, speed hump, and sign requests, roadway resurfacing or repairs, sidewalk or curb repairs, and information requests. By using a centralized system to track requests, NYC DOT streamlines responses and coordinates efforts across its divisions, with over 95% of emails and letters received by the agency acknowledged within 14 days.

NYC DOT provides various types of customer service to ensure that all New Yorkers receive the assistance they need. For example, NYC DOT serves Staten Island Ferry customers by providing real-time updates via social media channels while a dedicated passenger service office at St. George Terminal offers walk-up assistance. A hotline is also available for passengers to request information or retrieve lost items.

NYC DOT works to improve on-street parking by installing parking meters which reduces double-parking and make streets safer and less congested. For a dramatically simpler, more efficient parking payment method, the agency has begun to upgrade all parking meters to a paperless pay-by-plate system, which will eliminate the inconvenience and waste of the previous paper-receipt system. To facilitate parking in municipal garages, NYC DOT provides an online parking reservation system.

"We believe in listening to and being held accountable to our most important stakeholders, New Yorkers. We engage New Yorkers through various channels, ensure we inform our communities about potential changes that will impact their lives, and receive input from diverse perspectives, not only the loudest voices."

– NYC DOT Employee

NYC DOT issues permits to various entities who perform work on New York City streets, including utility companies making repairs, contractors replacing roadways, and homeowners repairing their sidewalk. NYC DOT issues over 150 different types of sidewalk and roadway construction permits to utility companies, contractors, government agencies, and homeowners. Permits are required for street openings, sidewalk construction, and installing canopies over sidewalks. NYC DOT issued over 600,000 permits in Fiscal Year 2024, with 86% of permitted jobs passing inspection. To help permittees through the process, NYC DOT provides the Street Works Manual, a digital resource to ensure higher quality street surfaces, fewer transportation capacity reductions, and a more efficient construction environment for the people and businesses of New York City.

Commitments to Improve Customer Experience

- Upgrade all parking meters with pay-by-plate technology, with all meters in Manhattan upgraded by 2026.
- Continue to provide free on-site interpretation and translation services to those with limited English proficiency (LEP) status.
- Analyze geographic data to identify disparities in customer correspondence and explore solutions to promote service equity.
- Review 311 infrastructure complaints to determine trends and potential systematic solutions.
- Integrate data on LEP into NYC DOT's interpretation and translation request system to support more inclusive public engagement.



Language Access Team



NYC DOT ensures that its messages reach all New Yorkers, regardless of language. The Language Access Unit (LAU) goes beyond compliance to provide meaningful access to over a million residents with limited English proficiency. LAU translates key NYC DOT documents into ten languages and provides interpretation in over 100 languages, including American Sign Language, at events, online, and by phone.

The agency also posts multilingual signage at Public Service Centers to inform residents of free interpretation services. In 2023, LAU staff participated in Summer Streets events and joined street ambassadors on 46 deployments across the city. Additionally, the NYC DOT Language Bank, made up of 33 employee volunteers, helps translate documents into 17 different languages, ensuring all New Yorkers can access critical information and services.

Appendix



Acknowledgments

Connected NYC: A Vision for Safer and More Equitable Streets represents the dedication and vision of countless NYC DOT employees. To develop the agency's strategic plan, Commissioner Ydanis Rodriguez called for the formation of a diverse and talented planning committee. In addition, the project team designed an employee survey that over 900 NYC DOT staff completed.

NYC DOT Leadership:

Ydanis Rodriguez, Commissioner
Ryan Lynch, Chief of Staff
MargaretForgione, First Deputy Commissioner
Paul Ochoa, Executive Deputy Commissioner
Julie Bero, Chief Strategy Officer
Ryan Wanttaja, General Counsel
John Garvey, Deputy Commissioner & Chief Operations Officer of Staten Island Ferry
Janice Stroughter, Deputy Commissioner of Human Resources & Facilities Management
Irena Nedeljkovic, Deputy Commissioner of Roadway, Repair, and Maintenance
Leon Heyward, Deputy Commissioner of Sidewalks & Inspection Management
Julio Useche, Chief Technology Officer
Paul Schwartz, Deputy Commissioner of Bridges
Joshua Benson, Deputy Commissioner of Traffic Operations
Eric Beaton, Deputy Commissioner of Transportation Planning & Management
Nick Benson, Deputy Commissioner & Chief Communications Officer

Government Agency Abbreviations

City University of New York (CUNY)
Federal Emergency Management Agency (FEMA)
Federal Highway Administration (FHWA)
Landmarks Preservation Commission (LPC)
Mayor's Office for People with Disabilities (MOPD)
Mayor's Office of Climate and Environmental Justice (MOCEJ)
Metropolitan Transportation Authority (MTA)
New York City Department of Citywide Administrative Services (NYC DCAS)
New York City Department of Cultural Affairs (DCLA)
New York City Department of Design and Construction (NYC DDC)
New York City Department of Environmental Protection (NYC DEP)
New York City Department of Health and Mental Hygiene (NYC DOHMH)
New York City Department of Parks & Recreation (NYC Parks)
New York City Department of Sanitation (DSNY)
New York City Department of Small Business Services (SBS)
New York City Department of Transportation (NYC DOT)
New York City Economic Development Corporation (NYCEDC)
New York Metropolitan Transportation Council (NYMTC)
New York State Department of Transportation (NYSDOT)
Public Design Commission (PDC)
Taxi and Limousine Commission (TLC)
United States Department of Transportation (USDOT)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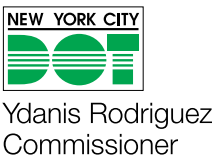
NEW YORK CITY
DOT
Ydanis Rodriguez
Commissioner