PlaNYC as a change management effort

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Concerted effort began with PlaNYC in 2006 under Mayor Bloomberg . . .

Pre-2006
- Columbia study on impacts of climate change on NYC
- Dept of Environmental Protection begins evaluation of sea level impact on water infrastructure

2005
- Michael R. Bloomberg elected to second term as mayor
- US Census Bureau estimates NYC population has grown by 250k since 2000

2006
- Commitment to understand a long-term strategic plan
- Office of Long-Term Planning and Sustainability formed

2007
- PlaNYC launched

2008
- Congestion pricing defeated by New York State Assembly

2009
- Greener, greater buildings plan launched and enacted; Times Square pedestrianized; Bloomberg re-elected to third term; Copenhagen COP

. . . and has continued under Mayor Bill de Blasio

2010
- Hybrid taxi mandate overturned by US Court of Appeals; cap-and-trade effort dies in US Congress; Bloomberg elected chair of C40 Cities

2011
- Heavy heating oil phase-out enacted; PlaNYC updated; Astoria II plant opens

2012
- Recycling expanded in NYC; DEP adopts sustainable stormwater strategy; Hurricane Sandy devastates NYC and region

2013
- SIRR (climate resilience report); Citibike launched; Bill de Blasio elected mayor

2014
- Advocates chide de Blasio for inaction on climate or sustainability appointments; makes 80 by 50 commitment at UN Climate Week

2015
- OneNYC plan issued as successor to PlaNYC

2016
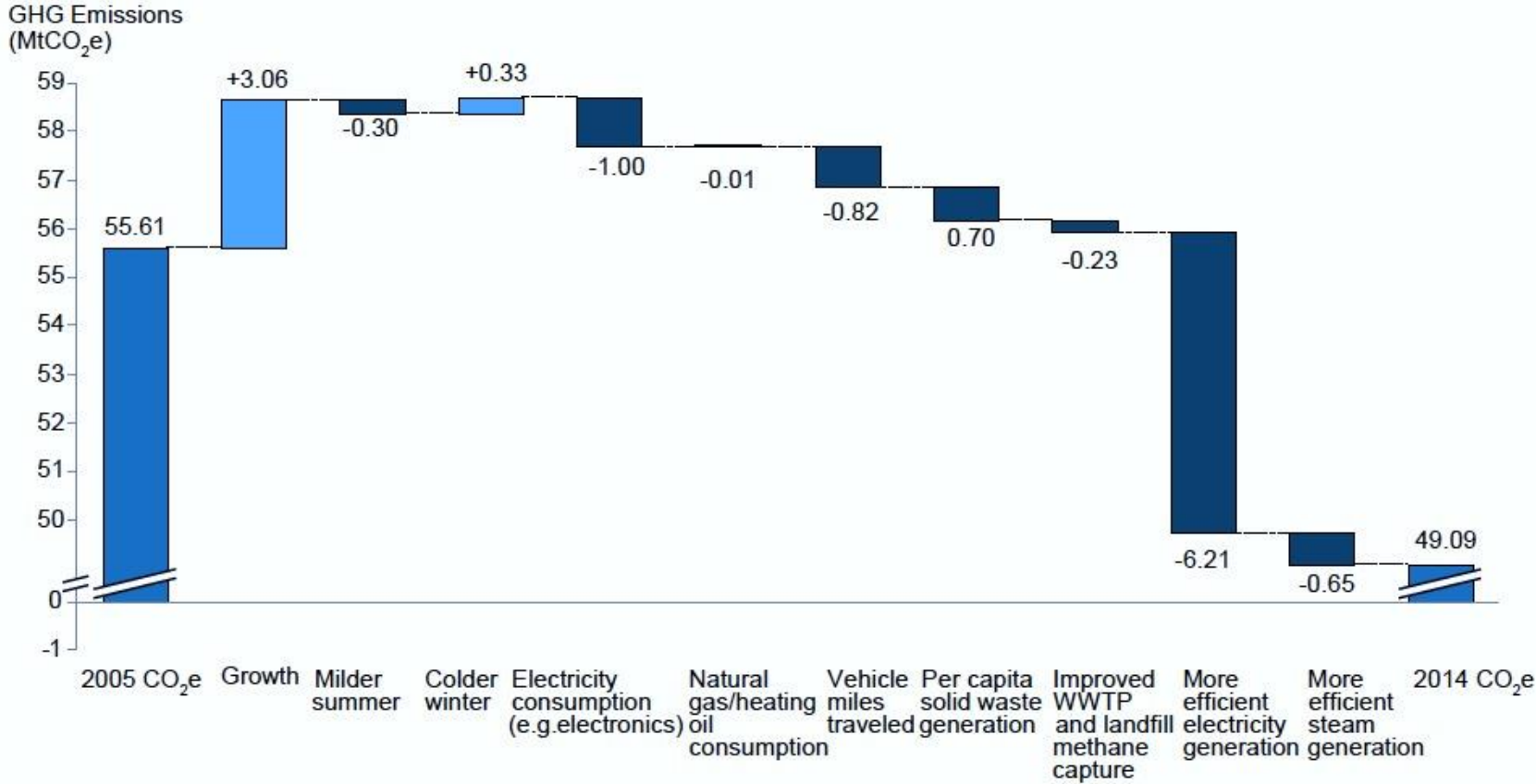- City expands benchmarking and submetering mandates to smaller buildings

PlaNYC was a broad strategy that addressed more than climate change

1. **Create enough housing for our growing population**

2. **Ensure all New Yorkers have parks within a 10-minute walk**

3. **Clean up all contaminated land in New York City**

4. **Develop water network back-up systems**

5. **Open 90% of our waterways and protect natural areas**

6. **Improve travel times by adding transit capacity for millions**

7. **Achieve "State Of Good Repair" on our transportation system**

8. **Upgrade our energy infrastructure to provide clean energy**

9. **Achieve the cleanest air of any big city in America**

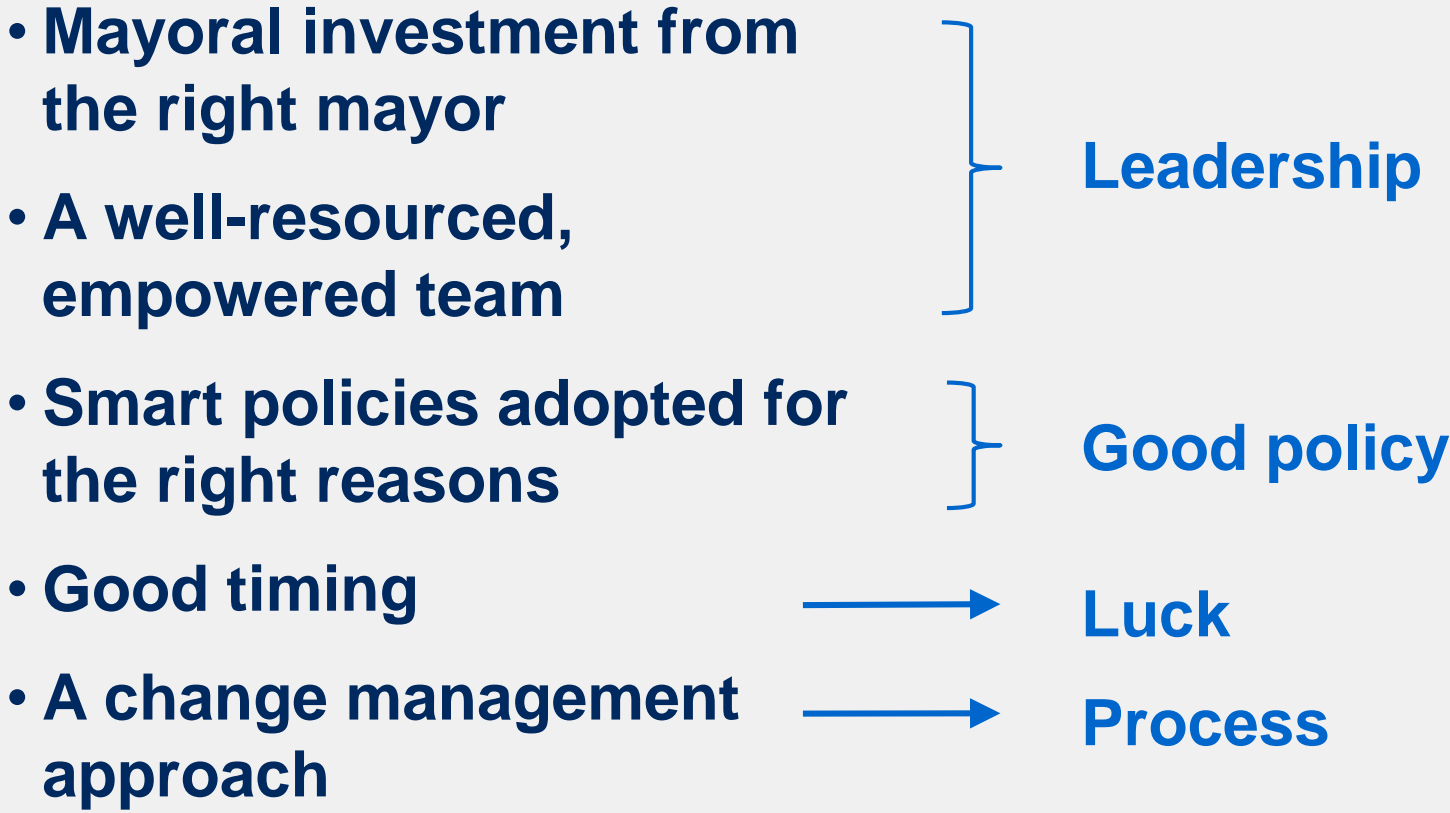10. **Reduce global warming emissions by 30%**

But its GHG impact has been real

Fig. 16: Citywide 2005 to 2014 CO_2e Emissions Drivers

- **Mayoral investment from the right mayor**

- **A well-resourced, empowered team**

Leadership

- **Smart policies adopted for the right reasons**

Good policy

- **Good timing**

Luck

- **A change management approach**

Process

Policy

- Clear objectives
- Accurate diagnosis of situation
- Actions designed for impact
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Implementation strategy

Short term
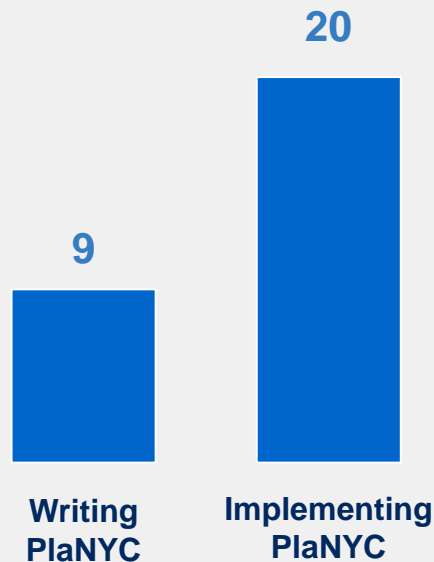1. Implementation and management resources
2. Stakeholder engagement

Long term
3. Information: creating the inputs for future decisions
4. Institutionalization: aligning interests to shape future decisions
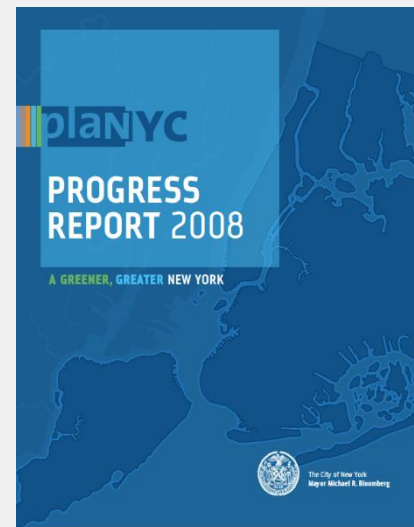5. Flexibility: building in the potential for change

It took far more headcount to manage the plan's implementation than to write it.

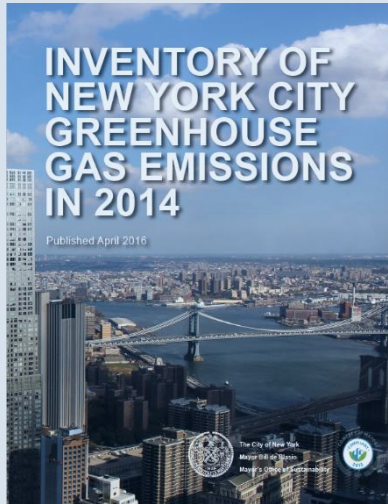**Critical tool was the commitment to report on the progress on each initiative in the plan, each year.**

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Writing PlaNYC

Implementing PlaNYC

From Sustainability Advisory Board . . .

. . . to the Campaign for New York's Future

Annual greenhouse gas inventory, begun in 2006 and done in-house, gave deep insight into performance of various sources of GHGs as well as transparency for outsiders to call for changes
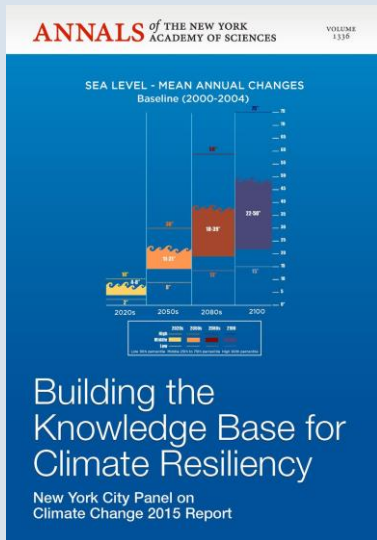
New York Panel on Climate Change, launched in 2009, provides official projections on how climate change will affect NYC, so that city can refer to up-to-date "official" numbers

Agencies

- Agencies notoriously resistant to ongoing directives from City Hall
- Need to create internal advocates, ideally a deputy or assistant commissioner of sustainability
- This creates "native" constituency for sustainability agenda and makes it possible for ideas to be originated internally
- DCAS, DEP, Parks

Stakeholders

- "Heads down" period of internal implementation is the easiest point in which to lose supporters; after intensive involvement in plan development, they want to be involved
- If no major political battles to be fought, need to create useful roles where external advice can be valuable: peer review of data development, validating progress reports, etc., may all work

- Sustainability planning institutionalized by law, but intentionally including the flexibility for each mayor to redefine

- Update to sustainability plan required every four years, 16 months after start of mayoral term

- Law does not specify objectives or outcomes, but rather prompts a plan that each mayor can tailor to suit