NEW YORK METROPOLITAN TRANSPORTATION COUNCIL

NYMTC ANNUAL REPORT 2012

Infrastructure at a Crossroads

FINANCING OUR REGIONAL TRANSPORTATION SYSTEM

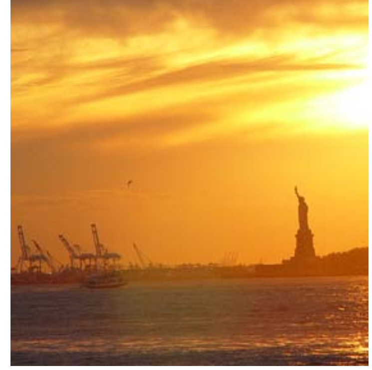
About NYMTC

The New York Metropolitan Transportation Council (NYMTC) is a regional council of governments that is the metropolitan planning organization for New York City, Long Island and the lower Hudson Valley. NYMTC provides a collaborative planning forum to address transportation-related issues, develop regional plans and make decisions on the use of Federal transportation funds.

The NYMTC planning area covers 2,440 square miles, with a population of approximately 12.4 million people in 4.5 million households, or about 64 percent of the New York State population in 2010.

NYMTC's Mission

- To serve as the collaborative forum to address transportation-related issues from a regional perspective;
- To facilitate informed decision-making within the Council by providing sound technical advice;
- To ensure the region is positioned to capture the maximum Federal funds available to achieve the goals of the Unified Planning Work Program, Regional Transportation Plan and Transportation Improvement Program; and
- To focus the collective planning activities of all Council members to achieve a shared regional vision.



Infrastructure at a Crossroads: Financing our Regional Transportation System

OVERVIEW

The New York metropolitan region – home to the Crossroads of the World – is now itself at a crossroads: how to finance one of the most complex, interconnected, and far-reaching transportation networks in the world. With more than twenty million people and an enormous amount of economic activity and opportunity, the region's vitality is dependent on the operation, maintenance and enhancement of that vast system.

On a typical weekday, the region's multimodal transportation system carries more than 28 million travelers and thousands of tons of freight shipments moving into, out of and through the metropolitan area. Over the next 25 years, these numbers are expected to increase dramatically. Given the anticipated growth, the member agencies of the New York Metropolitan Transportation Council (NYMTC) will be challenged to not only preserve the existing transportation system, but also further integrate and enhance it to respond to the needs of the people and businesses that rely on its roads, bridges and transit services. This task will be particularly challenging given the unprecedented uncertainty of the magnitude and sources of funding for transportation in the immediate– and long-terms.

Historically, Congress has authorized federal funding for transportation projects through five-to-six year transportation acts. Each fiscal year, it has then appropriated transportation funding in the federal budget based on the amount authorized.

BACKGROUND

As a regional council of governments that is the metropolitan planning organization responsible for a ten county planning area which includes the City of New York, Long Island and the lower Hudson Valley, NYMTC is responsible for developing a vision of the region's future transportation needs and serving as a conduit for federal transportation funding. To be eligible for these funds, NYMTC must undertake a transportation planning process specified in federal regulations. Guided by these regulations, NYMTC produces three federally-mandated work products, which each require a demonstration of fiscal constraint:

- *A Regional Transportation Plan (the Plan) that provides a vision of the region's transportation system and needs over a minimum 20 year planning horizon and establishes priorities for transportation investments. NYMTC must produce a new Plan every four years which forecasts future trends and conditions and provides a consensus blueprint for strategic transportation studies and investments;*
- *A three-to-five year Transportation Improvement Program, or TIP, that identifies all proposed federally-funded transportation improvement projects for various modes and facilities, including roadways and bridges, bicycle and pedestrian facilities, transit equipment and services, mobility and safety improvements and demand management programs; and*
- *An annual Unified Planning Work Program, or UPWP, that defines the planning priorities in the region, describes all transportation-related planning activities anticipated within a given program year, and indicates which of these planning activities will receive federal funding.*

Rendering: Hudson Yards View from the Southwest

At the crossroads of uncertainty, NYMTC's members are adapting by adjusting their planning programs, exploring additional funding options and finding efficiencies and strategies for addressing the ongoing needs of the region's vast transportation network – and the people who use it.

UNPRECEDENTED UNCERTAINTY

Historically, Congress has authorized federal funding for transportation projects through five-to-six year transportation acts. Each fiscal year, it has then appropriated transportation funding in the federal budget based on the amount authorized.

Over the last two decades, the overall stability of federal contributions to the region's transportation resources – both in terms of scale and general rate of growth – has allowed NYMTC's members to fashion plans and programs that have effectively brought the transportation system closer to a state-of-good-repair, while at the same time advancing several major system enhancements and allowing for development of expansion projects, known as foundation projects.

The foundation projects, which NYMTC's member agencies are committed to seeing through completion, include East Side Access, which will bring the MTA Long Island Rail Road to Grand Central Terminal; the construction of the full build Second Avenue Subway; and the extension of the #7 subway to the far west side of midtown Manhattan, which is being built with local funds through municipal Tax Increment Financing (TIF) bond sales. These projects represent the most ambitious system expansions in NYMTC's planning area in decades, apart from the Port Authority of New York & New Jersey's recent addition of AirTrain service at John F. Kennedy International Airport.

However, with the expiration in 2009 of the most recent federal transportation act, the Safe, Accountable, Flexible, Efficient Transportation Equity Act – A Legacy for Users, known as SAFETEA-LU, and its subsequent interim extensions, it has become apparent that federal transportation policy is in a state of flux. This in turn is creating a truly unprecedented level of uncertainty with regard to anticipated federal funding over the next two-to-six years, and beyond.

A comparison of current legislative proposals and bills emerging from Congress illustrates this point.

On average, SAFETEA-LU authorized roughly $48 billion per year in federal spending for highway and transit programs. Over the past two years, legislative proposals from the U.S. House of Representatives and the U.S. Senate for reauthorizing SAFETEA-LU – or its successor legislation – have included changes to the funding levels that have ranged from a 35% decrease in annual federal funding authorizations to doubling of the program. At the time of this writing, the proposed

House and Senate bills would authorize funding at essentially flat levels. Longer-term federal funding prospects are even more uncertain, given recent efforts to reduce the federal deficit over the next decade that will affect a wide swath of federal programs. So while past financial projections forecast healthy growth in federal funding, it now appears that the outlook for the near term is for little or no growth.

Since the advent of the most recent generation of federal transportation acts, beginning with the Intermodal Surface Transportation Efficiency Act, known as ISTEA, in 1991, NYMTC – in conjunction with New York State – has been able to use historic trends to reasonably forecast the availability of federal transportation funds in order to plan and prioritize improvement projects in the medium term. Based on these trends, NYMTC's current 2010-2035 Regional Transportation Plan, adopted in 2009 and entitled *A Shared Vision for a Shared Future*, forecasts a 20% increase in federal funding authorization for the SAFETEA-LU successor legislation, to an annual average of $58 billion. The current Plan also forecasts that each succeeding federal authorizing act through the 2035 horizon year will grow at the same rate as a continuation of the historical trend.

At best, long-range resource forecasts are educated guesses about the course of future legislative, regulatory and policy decisions made by various levels of government. At the same time, historical trends are often the only available way of anticipating future policies. Extrapolation of past trends, as a forecasting method, is vulnerable to unusual changes in economic conditions and governmental policy that deviate significantly from the past.

With future federal transportation funding levels now uncertain, NYMTC's member agencies must make difficult decisions about how to most effectively meet the region's transportation needs.

The MTA has crafted a financial plan and capital program to ensure that the essential elements of its infrastructure will be maintained in a state-of-good-repair and that its current network expansion projects are completed. In light of ongoing uncertainty about financial support, MTA is continuing a comprehensive effort to reduce its operating and capital budgets, while delivering critical mobility to the New York region.

Current Fiscal Situation and Immediate Concerns

THE EFFECTS OF UNCERTAINTY

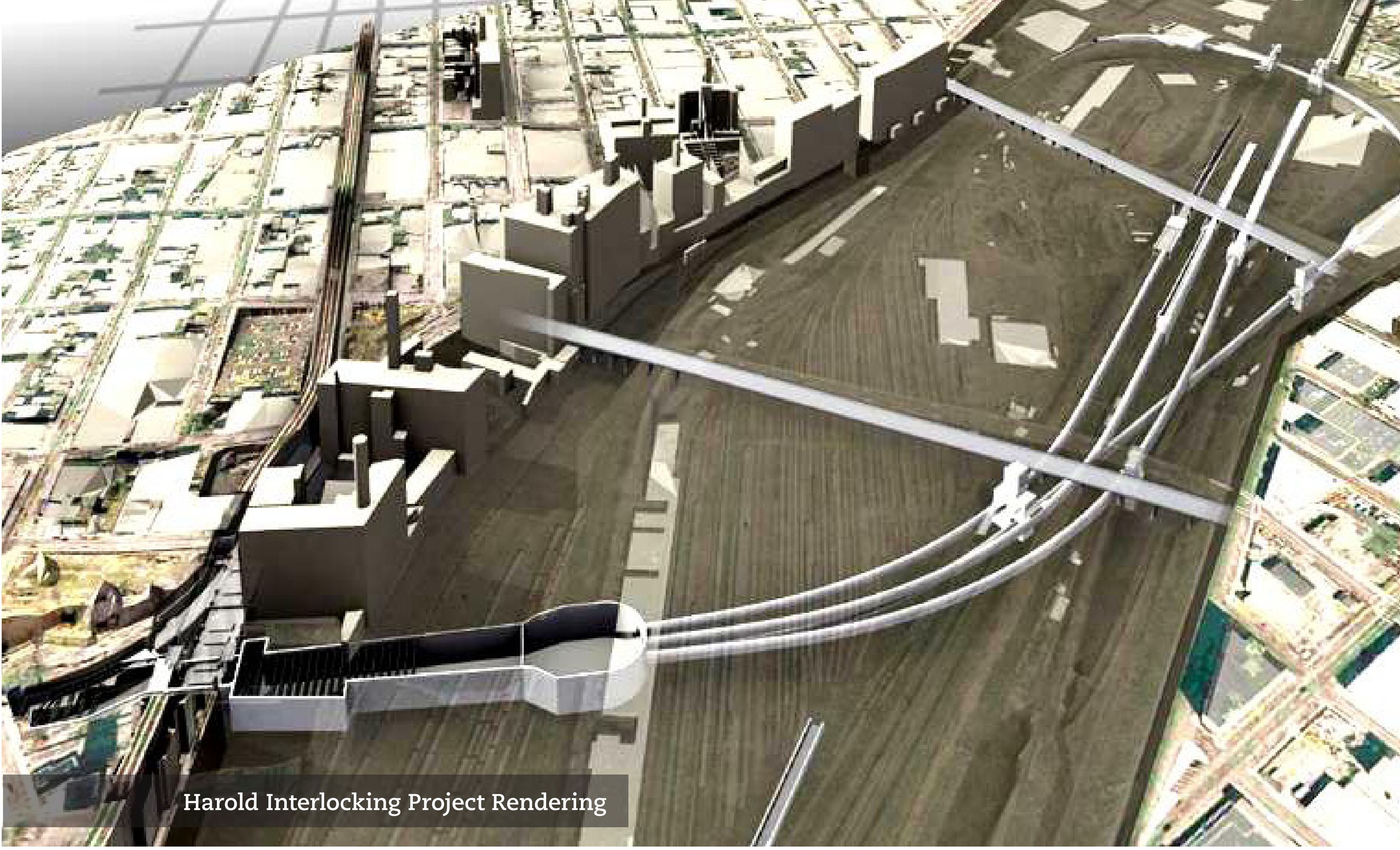
Transportation funding comes to NYMTC's planning area from a variety of sources at the federal, state and local levels, including user fees; property, income and sales taxes; bonding and other forms of debt financing; and special taxing districts which capture part of the value of new development made possible by expanded transportation services and facilities. The funding generated through these sources pays for capital improvements to the transportation system; maintaining it in a state-of-good-repair; daily operation; and when available, for system enhancements and expansion. NYMTC's current Plan, provides a comprehensive picture of the cost of operating, maintaining and enhancing all elements of the vast transportation system within its planning area. Rails and roads, bridges and buses, transit centers and tunnels – the various components of an enormous and aging amalgam of transportation investments made largely by past generations – are included in the Plan's long-range estimates of infrastructure needs.

Fiscal Constraint in the Long–Term – The 2010-2035 Plan projects the availability of just over $990 billion over its term by assuming various levels of funding from the federal government, New York State, public authorities, New York City, and suburban counties and municipalities. The federal resources identified in the Plan are targeted solely to state-of-good-repair infrastructure projects and system enhancements and represent roughly 34% of the resources forecasted to meet these specific projected needs. State, local and public authority resources cover the majority of operations and day-to-day maintenance needs.

The Plan forecasts a need for nearly $290 billion year-of-expenditure dollars to meet the state-of-good-repair infrastructure needs of the transportation system in NYMTC's planning area. It also forecasts that an additional $660 billion will be required for the operation and day-to-day maintenance of the system through 2035. Finally, the Plan identifies $28 billion in committed system enhancements, including the three major foundation projects. Taken together, these elements total $978 billion and comprise the federally-required fiscally-constrained element of the Plan. The Plan also describes a set of vision, or conceptual, projects that have been identified by NYMTC's members as critical for accommodating projected regional growth, but for which funding has not yet been identified.

Based on these forecasts, the 2010-2035 Plan estimates that, should historical federal, state and local funding trends continue, sufficient resources will be available through 2035 to meet the needs of the transportation system. Additionally, the Plan forecasts that $12 billion may potentially be available to further enhance the transportation system's reach and capabilities after the state-of-good-repair, operations and maintenance and initial system enhancement needs are met. It is important to note, however, that the vision projects are anticipated to cost at least $50 billion. Thus, the amount estimated to potentially be available for these enhancements is only roughly one-quarter of the funding that will ultimately be needed to completely implement the vision component of the Plan.

Long-Term Uncertainty – NYMTC is currently developing its next Regional Transportation Plan, due to be adopted in 2013, which will identify transportation system needs and develop funding forecasts to a 2040 horizon year. On the resource side, conditions appear to be changing significantly. The recession that thundered across the country in 2008 has withered public resources at all levels of government. Political changes have resulted in reconsiderations of government's role in transportation financing. As a result, long standing assumptions about future funding are being revisited at the same time that government bodies



Harold Interlocking Project Rendering

across the region are struggling to match dwindling resources with ever present needs. In light of this, NYMTC will make careful and timely assumptions about future federal, state and local funding by closely tracking the development of relevant legislation, as well as by exploring new funding opportunities.

Fiscal Constraint in the Medium-Term – NYMTC's current 2011-2015 Transportation Improvement Program identifies – or "programs" – nearly $35 billion of transportation improvements over five years, relying on $15 billion in federal funds, or 43% of the total programmed funding. This proportion, along with the 34% federal contribution to state-of-good-repair and system enhancements estimated in the long-term, illustrates the key role that federal funding plays in NYMTC's planning and the impacts that federal funding uncertainty can have, both immediately and in the future.

For NYMTC's TIP to be fiscally-constrained, the costs of projects programmed in each year cannot exceed the anticipated funding targets provided by New York State. These targets are based on the funding authorized in federal transportation legislation. Since Congress has passed only a series of short-term extension to the authorizing legislation over the past three years, federal funding targets for the later years of the current TIP are based on assumptions drawn from recent trends rather than from actual funding authorizations.

Medium-Term Uncertainty – The 2011-2015 TIP was adopted in August 2011, using funding targets from the state that were based on these recent trends. Subsequently, New York State recently issued more conservative funding targets that reflect the uncertainty discussed above. These new targets extrapolate funding levels in Federal Fiscal Year 2011 through 2015, the period of the TIP, to better reflect the possible realities of SAFETEA-LU extensions and the next federal transportation act.

The construction of a second track on the MTA Long Island Rail Road's Main Line, coupled with the completion of the East Side Access project that will bring Long Island Rail Road service to Grand Central Terminal, will enable growth into the eastern portions of Suffolk County.

In light of federal funding uncertainties, Rockland County is planning and programming highway and bridge projects that focus primarily on maintaining a state-of-good-repair. The county is concerned about regional infrastructure projects of critical importance, like the Tappan Zee Bridge replacement project.

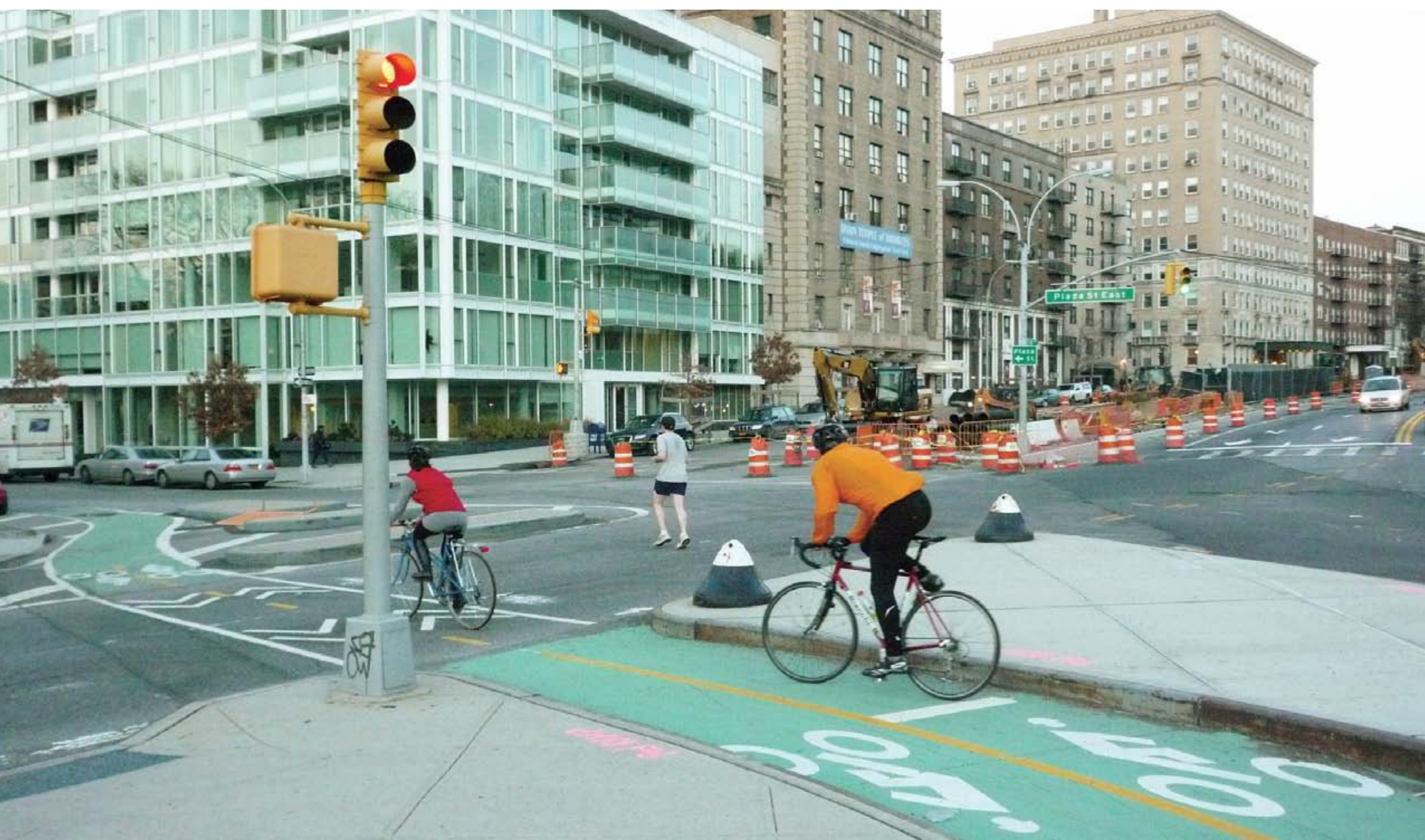
As of this writing, NYMTC is therefore in the process of adjusting its 2011-2015 TIP to meet the new reduced federal funding targets and maintain the required fiscal constraint. To date, this has resulted in the deletion of 21 highway projects from the TIP and the rescheduling of 116 others, as well as the rescheduling of 47 transit projects. In total, approximately 9% of the projects programmed on the TIP are impacted. As a result of this adjustment, the amount of federal funding programmed will be reduced by $1.1 billion over the remaining four years of the TIP.

Where will this impact be most felt? The vast majority of the projects programmed in the 2011-2015 TIP address state-of-good-repair needs. Roughly $28 billion is currently programmed for this purpose, which is 81% of the total funds programmed in the unadjusted TIP. Despite this high proportion of funding, state-of-good-repair needs outstrip available resources. Thus, any reduction of funding for this purpose will degrade the ability of NYMTC's members to address state-of-good-repair needs.

ADAPTING TO NEW REALITIES

Current and anticipated fiscal circumstances present a crossroads for the region's transportation providers, and its infrastructure. Reductions in expected federal funding levels will make planning for the region's future transportation needs even more challenging. Across its planning area, NYMTC's members are making difficult decisions about stretching funding, finding new efficiencies, and/or changing priorities to work within developing fiscal realities, while at the same time operating, maintaining and, where possible, improving the transportation networks for which they are responsible. How will these needs be met? That is the critical question facing NYMTC's members as they consider the region's infrastructure at a crossroads.

Illustrative examples of these adjustments follow. Each of the members' programs mentioned are components of NYMTC's Regional Transportation Plan.



New York State's transportation infrastructure is old, heavily used, and in need of investment. With constrained resources and needs that far exceed the resources that will be available to address them, the New York State Department of Transportation (NYSDOT) is revising its investment strategy to focus on a system preservation approach: to preserve the existing system in a safe and usable condition while best supporting the state's economy. Under this strategy, the emphasis is on preserving the infrastructure before it becomes deficient by investing in less costly treatments while the infrastructure is in good or fair condition to extend the overall life of the existing infrastructure, while maximizing what can be achieved with limited resources. Implementing this strategy will require that more costly reconstruction or replacement projects be deferred in order to best maximize the management of the state's assets. While system safety remains NYSDOT's top priority, a larger portion of its core funding is being focused on this preservation first strategy for roads and bridges.

Given the significant impact that infrastructure investment has on the state's economy and on the daily needs of its 19 million residents, New York State is not waiting for Washington to act on federal transportation funding. Governor Cuomo's Executive Budget proposal includes $2.9 billion for highway and bridge construction for SFY 2012-13, including $1.2 billion for an Accelerated Infrastructure Program. The accelerated program will replace more than 100 bridge decks, preserve more than 2,000 lane miles of roads, and accelerate the delivery of several important projects across the state.

To ensure that people are put to work as quickly as possible to spur the economy, the Accelerated Paving and Bridge programs will be put out for bid in April, May and June 2012. The Department intends to use both traditional and innovative delivery methods, such as design-build, in order to get these projects under construction – and in some cases completed – during the upcoming construction season.

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Westchester County has undertaken a variety of approaches to planning and programming infrastructure projects, while continuing to maintain the quality of its transit service. The county is participating in the planning and environmental review process for the Tappan Zee Bridge replacement project, to ensure that future infrastructure and mobility needs of the region are met.

Hudson Valley Counties - *Putnam County* is adjusting its approach to programming infrastructure projects in three distinct ways. One approach is to push into the future the projects that cannot be funded without federal assistance. A second approach is to scale back projects that can be funded locally and proceed without federal assistance, while the third approach is to drop projects from consideration that have become too costly and which are not absolutely necessary to be advanced in the near-term. Putnam County has also been forced to stage or phase much needed projects. On capital projects such as bikeways or sidewalks, the county has shortened the length of planned facilities to fit within a reduced financial envelope, while ensuring they still meet federal criteria. Highway construction projects such as roadway or bridge improvements are delayed into later years. The county has also decided to purchase fewer buses and transit shelters than anticipated or needed.

Westchester County has undertaken a variety of approaches to planning and programming infrastructure projects, while at the same time continuing to maintain the quality of its transit service, including planning improvements in routing buses to serve core markets and maximize operating efficiency.

Another major service initiative has been to explore alternatives to the current model for providing paratransit service. In 2011, the county purchased 30 Ford Transit Connect vehicles to serve its ambulatory paratransit-eligible population. These vehicles are less expensive and more fuel efficient than conventional paratransit vans. Westchester also plans to launch a pilot program using taxi cabs to provide paratransit service in 2012.

Because of the fiscal uncertainty, the county has determined that a phasing approach to implementing its Central Avenue Bus Rapid Transit Project is most appropriate. The design of a transit signal priority system for the corridor is currently underway as a way to provide service improvements for existing riders; additional service enhancements will be implemented as funding becomes available.

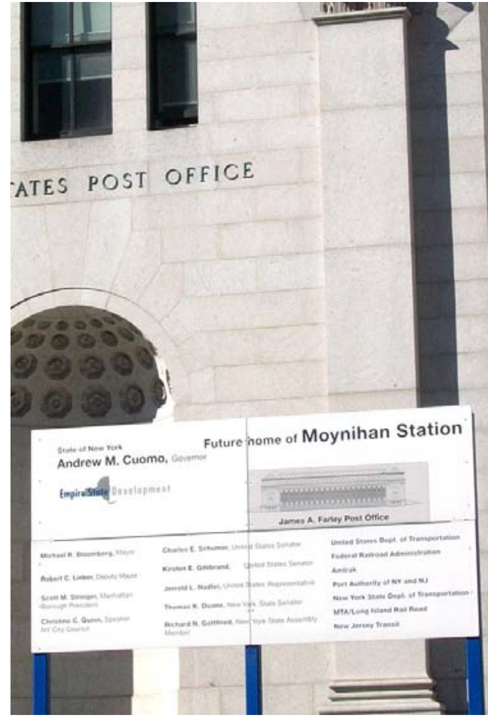
In addition, adjustments are being made to schedules for the purchase of new transit equipment. For example, the county has undertaken a life-extension project for its articulated bus fleet, rather than purchasing new vehicles.

Finally, Westchester County is participating in the planning and environmental review process for the Tappan Zee Bridge replacement project, to ensure that future infrastructure and mobility needs of the region are met.

In *Rockland County*, significant population growth requires infrastructure expansion, for which the county will continue to seek and secure federal and state funding whenever possible. The county's population has more than doubled in the last 50 years, growing by nearly 175,000 people and 128%. During the first decade of the 21st Century, Rockland's population grew almost 9% to 311,687 people – the largest 10-year increase since the 1970s. Being the third fastest growing county in the state, and the eighth most in terms of number of people, places new demands on Rockland's infrastructure. In light of federal funding uncertainties, the county is planning and programming highway and bridge projects that focus primarily on maintaining a state-of-good-repair.

Given the prospects for future growth, the county is concerned about regional infrastructure projects of critical importance, like the Tappan Zee Bridge replacement project. To date, no federal funds have been secured for this project and the county feels that the region must work together to ensure that funding – federal, state, and private – is identified for the immediate needs and also planned for longer-term service improvements, so that a new bridge will keep pace with long-term growth in the Interstate 287 corridor.

Long Island Counties - *Nassau County* has not been immune to the uncertain stream of federal funding for transportation infrastructure projects. Reductions in near-term federal allocations have resulted in the county correspondingly reducing its overall program of transportation improvements to stay within the regional funding envelope. As a result, the county has had to become more targeted in its focus so that every dollar allocated is spent, primarily on projects designed to maintain the roadway network and support infrastructure in a state-of-good-repair. Road resurfacing, pavement marking rehabilitation, and signal replacement projects have become core elements of the county's federally-funded infrastructure projects for the next few years. In some cases, the individual scopes had to be



Strategically, Nassau County will attempt to advance transportation infrastructure projects that will serve as foundation elements for its Accelerate Nassau Now economic development initiative.

Suffolk County is looking within its borders to seek avenues of growth to drive its economic engine and ultimately increase its revenues for infrastructure projects. One of these avenues would be the Route 110 corridor. The corridor will be designated as a regional desired growth area in NYMTC's new Plan.

rolled back to reflect the reduced funding available, while many other projects had to be cancelled, deferred or shifted to county funding.

Key to the county's decision-making process is identifying projects that can be advanced immediately and on schedule. Ideally this approach will help ensure the county can fully expend available federal funds, but doing so requires a new level of commitment from all parties to expedite project implementation.

Strategically, Nassau County will attempt to advance transportation infrastructure projects that will serve as foundation elements for its *Accelerate Nassau Now* economic development initiative. This program consists of a series of projects that will yield permanent job development along a mid-county corridor stretching from Belmont Park in the west to Nassau's Hub in the center and to the former United States Navy - Grumman property in Bethpage at the eastern end of the county. Development of targeted properties along this corridor will create thousands of jobs and generate millions of dollars of economic impact to the region. As such, and given the potential size and scope of this initiative, the county will also be seeking alternate funding through sources such as New York State's Long Island Regional Economic Development Council and federal and state discretionary grant programs to advance needed transportation improvements throughout this corridor.

Suffolk County is looking within its borders to seek avenues of growth to drive its economic engine and ultimately increase its revenues for infrastructure projects. One of these avenues would be the Route 110 corridor, which is a core development zone located near the Nassau-Suffolk border. The corridor will be designated as a regional desired growth area in NYMTC's new Plan. Transit improvements such as Bus Rapid Transit would provide capacity improvements and mobility choices in the corridor as an alternative to single occupant vehicles, with an ultimate goal of additional growth and revenue enhancement. The growth of the corridor will be dependent on efficient land use, which will turn the area into a destination for businesses and potentially result in an increased tax base.

The construction of a second track on the MTA Long Island Rail Road's Main Line between Farmingdale and Ronkonkoma, coupled with the completion of the East Side Access project that will bring Long Island Rail Road service to Grand Central Terminal, will enable growth into the eastern portions of Suffolk County by creating a more desirable avenue for mass transit commuters, thus providing a viable reverse commute option from the west. A transit-oriented development study recently completed for the Ronkonkoma Railroad Station area is evidence of the county's desire to integrate new growth with increased transportation capacity.

A third avenue of growth is the Sagtikos Redevelopment Zone. Development currently in the pipeline for the zone includes 2.6 million square feet of retail space, 3 million square feet of commercial space, 1.3 million square feet of industrial space and approximately 9,000 housing units, as well as a major intermodal freight terminal at the former Pilgrim State site. The intermodal freight terminal will relieve the area of thousands of trucks and will drive emission levels down, increase growth in the eastern portion of the county and ultimately create jobs.

New York City - The *New York City Department of Transportation* has focused resources on maintaining a state-of-good-repair on the 6,000 miles of roadway and 787 bridges that fall under the city's jurisdiction. Ninety-eight percent of all funding in New York City goes to these state-of-good-repair projects. The City DOT maintains a robust bridge inspection program and conducts ongoing minor repairs around the five boroughs. Major programmed rehabilitation and reconstruction projects include the Belt Parkway Bridge over Mill Basin, the Roosevelt Avenue Bridge over the Van Wyck Expressway, and the Harlem River Drive Viaduct.

City DOT also continues to aggressively seek and compete for federal discretionary funding for critical projects. Funding from the federal TIGER program is helping to transform Fordham Plaza in the Bronx, while federal Bus Livability funding is targeted for multiple transit safety projects; Broadway Junction improvements; and the development of Select Bus Service along 34th Street. City DOT is maximizing private investments through projects like the planned bike share system, which will be funded through private sponsorship and user fees.

The *New York City Department of City Planning* has focused its planning initiatives on areas proximate to existing transit services with the intent of enhancing walking and biking in these communities in order to promote non-motorized modes of travel, maximize existing infrastructure investments and increase the pool of potential transit users, thus improving fare-generated revenues for existing transit services. As an example, City Planning is using a Sustainable Communities Planning Grant from the U.S. Department of Housing and Urban Development to study potential development in the East New York/Cypress Hills neighborhoods in Brooklyn, which are supported by existing commuter rail and subway infrastructure that

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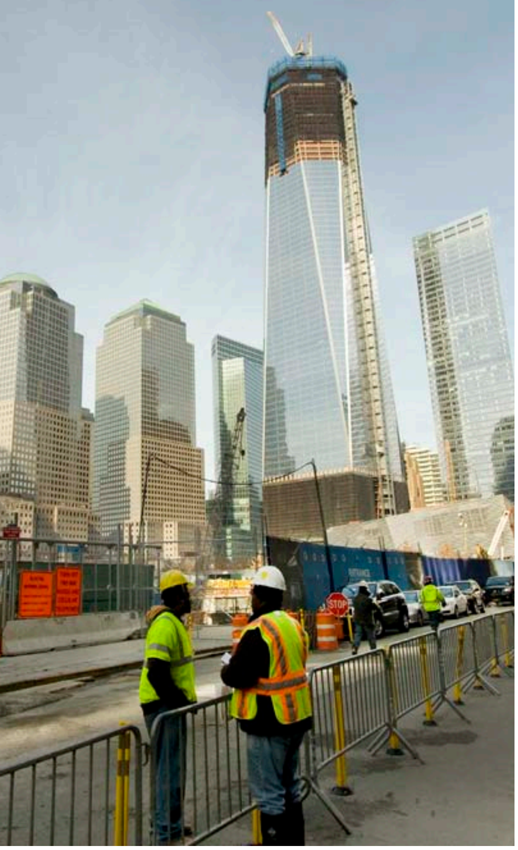
Goethals Bridge Rendering



The Port Authority is reviewing its internal procedures and its long-term capital program to ensure that it spends available dollars more efficiently and advances the projects that most effectively support economic recovery and job creation in the metropolitan area. At the direction of the governors of the states of New York and New Jersey, the agency's agenda now extends beyond its traditional portfolio to include the development of Moynihan Station and other commitments to enhance regional mobility

provides transportation links to both the Manhattan and Brooklyn central business districts, as well as to emerging business districts in downtown Jamaica, Queens and on Long Island.

Regional Public Authorities – the *Metropolitan Transportation Authority* (MTA) has crafted a financial plan and capital program to ensure that the essential elements of its infrastructure will be maintained in a state-of-good-repair and that its current network expansion projects are completed. In light of ongoing uncertainty about financial support, MTA is continuing a comprehensive effort to reduce its operating and capital budgets while delivering critical mobility to the New York region. To reduce the operating budget, MTA is consolidating functions, renegotiating contracts, reducing unnecessary overtime, and undertaking many other initiatives to achieve an unprecedented level of cost cutting. MTA is on track now to save $1 billion annually from these recurring expense reductions.

On the capital side, MTA reduced the size of its 2010-14 capital program by $2 billion without eliminating any previously-approved projects. The reduction will be achieved by cutting administrative payrolls, tightening project planning and oversight, and working with contractors to reduce their risks so they can improve their bids. MTA will also sell or lease excess property such as the headquarters building on Madison Avenue in Manhattan and the former MTA New York City Transit headquarters building in Brooklyn. Combined with previous cuts, MTA will have reduced the capital program by $4 billion.

The *Port Authority of New York & New Jersey* faces a different set of circumstances. It is self-financing under its bi-state charter and it historically receives little direct federal assistance for its surface transportation projects, with the notable exception of its share of post-9/11 aid to reconstruct the World Trade Center Port Authority Trans-Hudson (PATH) Terminal and Concourse. The Port Authority has significant capital needs, including replacement of the George Washington Bridge suspender ropes, redevelopment of the LaGuardia Central Terminal Building, continued modernization of the PATH system, replacement of the Goethals Bridge, and navigational clearance improvements for the Bayonne Bridge.

Tight funding compels the Port Authority and its partners to speed up the process of planning capital projects and securing needed approvals. For its part, the Port Authority is reviewing its internal procedures and its long-term capital program to ensure that it spends available dollars more efficiently and advances the projects that most effectively support economic recovery and job creation in the metropolitan area. At the direction of the governors of the states of New York and New Jersey, the agency's agenda now extends beyond its traditional portfolio to include the development of Moynihan Station and other commitments to enhance regional mobility.

Options for the Future

Uncertainty about levels of federal funding in the long-term is having a significant impact on NYMTC's members' ability to plan for the region's transportation future. However, NYMTC's members understand the consequences of *not* planning for their shared future – declining transportation infrastructure conditions in the face of mounting congestion and related environmental impacts, delays and increased project costs, and a general reduction of transportation capacity and service. They know that these outcomes will impact the region's economic vitality and quality of life in the long-term.

At the crossroads of uncertainty, NYMTC's members are adapting by adjusting their planning programs, exploring additional funding options and finding efficiencies and strategies for addressing the ongoing needs of the region's vast transportation network – and the people who use it.

NYMTC Council Members

Voting Council Members

Joan McDonald
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Amanda Burden
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New York City Department of City Planning

Janette Sadik-Khan
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