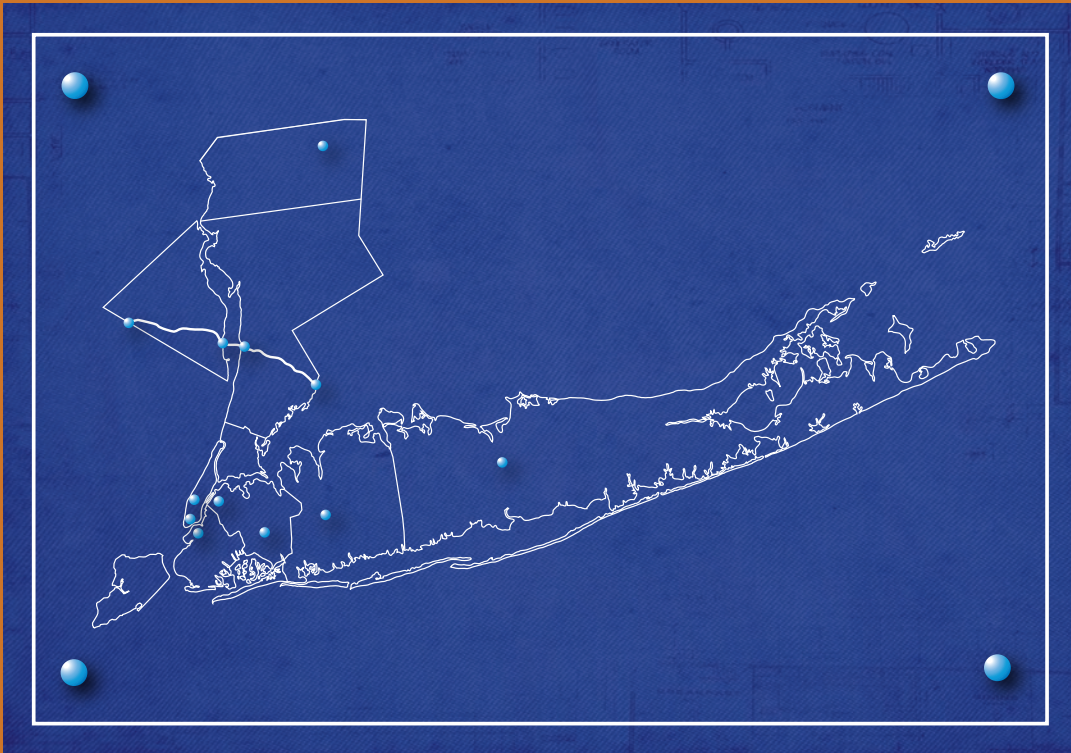


NEW YORK METROPOLITAN TRANSPORTATION COUNCIL

Our Vision

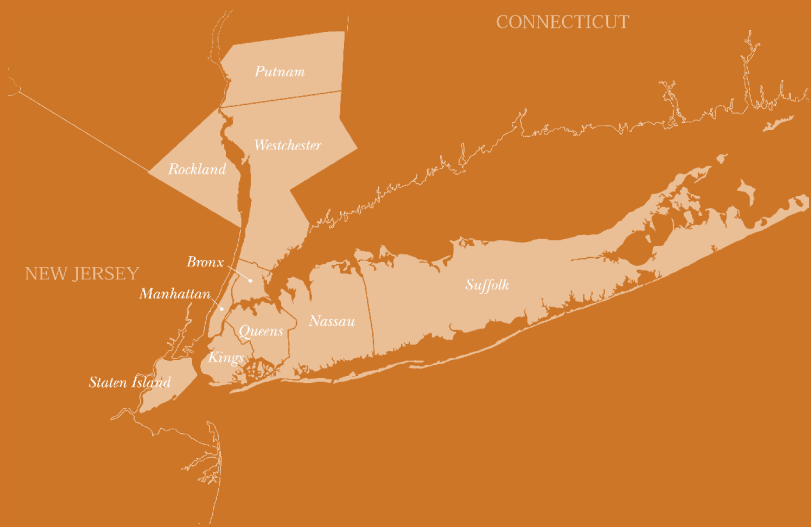
FOR A GROWING REGION



ANNUAL REPORT • MARCH 2008

About NYMTC

The New York Metropolitan Transportation Council (NYMTC) is an association of governments, transportation providers and environmental agencies 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, develops regional plans and makes decisions on the use of federal transportation funds.



The NYMTC region encompasses an area of 2,440 square miles and a population of 11.3 million, approximately 65% of New York State's population. Given that the region is so vast, NYMTC is comprised of three Transportation Coordinating Committees (TCCs), which respond to local needs and recommend sub-regional transportation priorities: New York City TCC, Mid-Hudson South TCC and Nassau/Suffolk TCC.

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 analyses;
- 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.

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NYMTC encourages and provides opportunities for interested stakeholders from the private sector, general public, and local government to become involved in the planning process. Visit our website @ www.nymtc.org for more information, or write to NYMTC, 199 Water Street, 22nd floor, NY, NY, 10038.

Message from The Co-Chairs

Our Vision for a Growing Region



Andrew J. Spano
Westchester County Executive



Astrid C. Glynn,
Commissioner, NYS DOT

In 2007, the Annual Report from the New York Metropolitan Transportation Council (NYMTC) highlighted the challenges that our region faces in accommodating the significant growth in population, jobs and economic activity forecast for the next two to three decades. This Annual Report lays out the vision of NYMTC's Principals to meet that challenge for our growing region.

On a day-to-day basis, the individual Principal members of NYMTC focus primarily on issues that directly affect their agencies and jurisdictions. However, within the NYMTC forum, our scope broadens to incorporate issues that affect the entire metropolitan region. Our members include county executives from Nassau, Suffolk, Putnam, Rockland and Westchester; New York City's commissioner of the Department of Transportation and director of the Department of City Planning; New York State's commissioners of the Departments of Transportation and Environmental Conservation; executive directors

We come together as NYMTC for various reasons. First and foremost, we have to do so if we wish to bring Federal funding into our region for transportation improvements.

of the Port Authority of New York and New Jersey, the Metropolitan Transportation Authority, New Jersey Transit, and our sister planning agency, the North Jersey Transportation Planning Authority; the division administrator of the Federal Highway Administration; and the regional administrators of the Federal Transit Administration and the United States Environmental Protection Agency.

Often, NYMTC is thought of primarily as the vehicle for bringing Federal funding for transportation planning into the region. This premise stems from understanding that Federal funding represents about 30% of all monies programmed into our region's current Transportation Improvement Program and that participation in NYMTC's planning process is essential to keep this money flowing into the region. However, since the planning process requires consensus from the Principals, addressing transportation issues through NYMTC requires us to work together for the good of our region and—by extension—for the good of our individual jurisdictions and agencies. Ultimately, NYMTC serves as a vehicle for each of the Principal members to succeed at the endeavors entrusted

to us: improving congestion, mobility, environmental quality, economic vitality and quality of life with the opportunity to shape and secure a spectacular future for our region.

Our Vision for a Growing Region is the most recent tangible result of our coming together to consider the issues and challenges of our region. It will by no means be the last. Our vision builds on the trail blazing and substantive efforts of our individual members. These efforts are embodied by innovative undertakings such as *PlaNYC*, New York City's long-range sustainability plan, *New Suburbia*, Nassau County's vision for its major development zone, *Westchester 2025*, a remarkable new interactive resource for information exchange, and the New York State Smart Growth Cabinet initiative. In coming together, our vision adds value to these and other similar efforts of NYMTC's members and creates a whole that is greater than the sum of its parts.

We hope to now incorporate our vision into the regional planning process and to continue to work together to shape our region's future.



Andrew J. Spano
Co-Chair, NYMTC



Astrid C. Glynn,
Co-Chair, NYMTC

Message from the Executive Director



Joel P. Ettinger,
New York Metropolitan
Transportation Council

Vision is an overused term, especially in the field of planning. Yet despite its increasingly clichéd application to a variety of activities and situations, the term resonates strongly when a course of action needs to be set for a collection of diverse actors to truly work together. Among the definitions of the word *vision* are two which I think are particularly relevant:

- *Unusual competence in discernment or perception; intelligent foresight.*
- *The manner in which one sees or conceives of something.*

These touch on the key points of defining mutual interest: seeing a situation, conceiving of it in a common way, discerning its characteristics and having the foresight to plan for it jointly.

NYMTC is a collection of diverse actors. The Principals of NYMTC represent political jurisdictions both large (very large) and small; enormous agencies of Federal, state and municipal government; and public authorities and corporations providing far reaching services to the public. Their jurisdictions run the gamut from municipal governments to statewide executive agencies to special purpose public authorities to oversight and regulatory agencies. They are both elected officials and appointed officials, accountable to voters, to elected officials, and to various

The Principals of NYMTC represent political jurisdictions both large (very large) and small; enormous agencies of Federal, state and municipal government; and public authorities and corporations providing far reaching services to the public.

boards and commissions. Their world views, goals and values vary greatly, as do the demands which are placed upon them and the missions they must achieve. They must focus all of their considerable energies on the tasks at hand for the entities they are charged with leading or face the harsh public judgments of the media and those to whom they are accountable. And, above and beyond all of this, they must find the time and wherewithal to come together for the good of their region.

That last part is the challenge presented to NYMTC's staff. How do we facilitate the collaboration of this diverse and pre-occupied group whose focus is necessarily elsewhere? Let's go back to the definitions; particularly *the manner in which one sees or conceives of something*. That is the area in which we have and can continue to support the efforts of the Principals when they come together as NYMTC; by giving them the

forecasts and the information that they need to be able to see, to visualize the situation facing their region in the future and also to see that they need to work together to fully address that situation. Once that is available to them, they can begin to set aside the differences in their views and goals and needs, and begin to focus on the shared views and goals and needs. They can then begin to think and plan regionally, *with intelligent foresight and unusual competence in perception*.

This Annual Report describes the vision which the Principals have forged, setting aside a lot of individual interests to achieve this common view. It has been an exciting challenge for the staff to work with them to get to this point. But this is not the end. It is really just the starting point for NYMTC and our transportation leaders to guide our region towards a future with a discernable vision.



Joel P. Ettinger,
Executive Director



Two million more people are expected to live in the NYMTC Region by 2030

A Sustainable Vision for a Growing Region



Critical Policies and Investments to Sustain Growth

The Region's Challenge

The Principal members of the New York Metropolitan Transportation Council (NYMTC) are united in our shared goals and common vision for the sustainable future of our ten counties at the heart of the New York metropolitan region.

We are the county executives of Nassau, Putnam, Rockland, Suffolk and Westchester counties, New York City's Transportation commissioner and director of City Planning, New York State's Transportation commissioner and the executive directors of the Metropolitan Transportation Authority and Port Authority of New York and New Jersey.

Responding to the potential challenges and opportunities posed by forecasts of significant growth over the next two to three decades, we envision our region's growth focused in ten desired growth areas. We also envision the on-going maintenance of our current, extensive transportation infrastructure, the completion of four foundation projects to which we've already committed for the improvement of the transportation system, and the pursuit of a concept for future transportation investments which would maximize the potential of the areas in which we think future growth is best accommodated.

As we look forward, we recognize that our region is poised for a very significant step in its continuing evolution: significant growth in population, in jobs, and in economic activity.

A million more people are expected to live in New York City by 2030; two million more when Long Island and the lower Hudson Valley are considered; four million more in the twenty-eight county, three state metropolitan region as a whole.

Unlike the trends that have marked periods of historical

ture to move people and goods.

The combination of substantial growth and a severely strained transportation system threaten to add significant cost, both in time and money, to moving everything from goods to people while diminishing the quality-of-life throughout the region. This is a challenge to the region and its chief elected and appointed officials: find a way to provide new mobility to serve what can be and should be a vibrant, growing region while limiting the costs of the growth in terms of congestion and environmental impact.

The good news is that we have a vision that we believe can meet this challenge.

Our Vision for the Region's Growth

Sustainability planning has taken hold within all of our jurisdictions. The most visible example is PlaNYC, Mayor Bloomberg's long-range sustainability vision for New York City.

We applaud the Mayor's bold step in issuing this vision for the world city at the core of our region, but we recognize that sustainability can only be maximized regionally. So our vision for regional growth builds on the strong foundation that PlaNYC provides with parallel efforts at sustainability from around the region.

Our common vision is of a region where future growth is focused, to the greatest extent possible, in ten desired growth areas which could contain up to 90 million square feet of commercial de-



**Downtown
Brooklyn, Borough
Hall and Fulton
Street Mall area**

growth in our region, there is no watershed advance in transportation technology that is opening new land to development and fueling this anticipated growth in the coming years. The growth we anticipate will likely happen *despite* this apparent plateau in the region's mobility. This growth would draw its energy from the continuing transformation of regional economic activity within the global economy. In the face of this, there are all too obvious limitations in the capacity of our current transportation system and infrastruc-

velopment and 70 thousand residential units. As many as 360,000 new jobs could be accommodated in these growth areas, nearly one-quarter of the total job growth forecasted to 2030 in the ten coun-

- Provide convenient, flexible transportation access within the region; and
- Build the case for obtaining the resources to implement regional investments.

This vision is our recognition of the need for coordination and cooperation to more effectively advance a regional sustainability agenda.

ties. Similarly, as many as 210,000 residents could also be housed in these ten areas, just under 10% of the forecasted population growth through 2030.

Our concept for transportation investments is essential to the viability of these desired growth areas and is the primary mechanism we will use, in conjunction with other policy tools at our disposal and in partnership with local municipal officials, to channel the growth to these areas.

This vision is our recognition of the need for coordination and cooperation to more effectively advance a regional sustainability agenda. In 2007, the NYMTC Principals announced agreement on five shared goals—our shared values—for the future of the region. They are:

- Improve the regional economy;
- Enhance the regional environment;
- Improve the regional quality of life;

Using these goals as a lens through which to visualize the region's future, we identified the ten desired growth areas in our region. In our view, these are the locations in which future growth makes the most sense in the context of our shared goals. We fully understand that these desired growth areas cannot reach their optimum growth potential without related investments in transportation improvements. Thus, the desired growth areas also form an organizing framework for our transportation investment concept.

We've agreed that the ten desired growth areas crucial to the region's future growth include:

- Five areas in New York City: Hudson Yards and Lower Manhattan in Manhattan; Downtown Brooklyn; and Long Island City and Jamaica in Queens; and
- One area in each of the five suburban counties: Nassau Centre in Nassau County; Hauppauge/Brentwood which includes the Sagtikos Regional Development Zone



in Suffolk County; the Interstate 287 Corridor in both Westchester and Rockland counties; and Route 311 at Interstate 84 in Putnam County.

If we are successful in the endeavor crystalized in our vision, the increase in vehicular trips and transportation congestion that would normally result from the

gether as NYMTC. It will require an unprecedented level of regional coordination with local land use policies and decisions. It will require the continued maintenance of our current transportation system. And it will require major transportation investments to improve the transportation system strategically to make possible the level of growth in the ten areas that we've envisioned.

To meet this challenge, we feel that working together as a region through our shared goals to make transportation investments strategically, combined with a mutual effort to partner with local municipalities and land use agencies to channel growth into areas throughout the region where we think it makes the most sense, is vital to making the growth of our region sustainable.

Moving toward our vision will require five steps toward cooperative planning and strategic investment.

Step 1: Continuing Our Partnership

Our recent consideration—as the Principals of NYMTC—of the future of our ten counties has yielded a powerful result. We have forged new avenues of communication and cooperation through the NYMTC forum and can now speak with a common voice on the most pressing issues of growth in our region. When we come together in this fashion, the whole represented by our mutual aspirations is much greater than the sum of its individual parts, and much



**Lower Manhattan,
World Trade Center
worksite**

forecasted growth in population and jobs will be mitigated through a series of land use decisions and complementary transportation investments that will yield a more sustainable future for our area, one in which the ability of the transportation system to efficiently move people and goods is increased in conjunction with integrated land use policies.

Moving Toward Our Vision

Making our growth vision a reality will not be an easy task. It will require our continued cooperation through the regional responsibilities we share when we come to-

more impactful. It does not supersede what we must do individually; rather it vastly increases the stature of what we choose to do collectively.

Thus, Step 1 in moving toward our vision is continuing our active collaboration and partnership through our responsibilities as NYMTC's Principals to collectively see our vision through to reality.

Step 2: Reaching Out to New Partners

Although our continuing partnership is essential, it alone cannot bring our vision for the region's growth to reality on its own. We must reach out to the wider com-

Step 3: Maintaining What We Have

Our region enjoys the advantage of an extensive system of transportation facilities and services. The existing transportation system—although it must be improved—is still critical to the region's future and to our vision for that future. That being the case, we must fully and completely protect the region's investment in its existing system by achieving and maintaining a State-of-Good-Repair for all transportation facilities and equipment in our region. The extensive transportation system already in place is a resource of enormous value to the region and must be main-

In moving toward our vision is continuing our active collaboration and partnership through our responsibilities as NYMTC's Principals to collectively see our vision through to reality.

munity of officials who are responsible for the land use decisions that we need to bring the vision into being and to the public whose input will strengthen our proposals and whose support is essential to making the vision a reality.

Step 2 is enlisting our partners in a collaborative and integrated approach to the region's future growth that is grounded in our vision. Individually and through NYMTC, we have begun forging new partnerships with local planners, working together on sustainable development studies, county-level master planning, and larger scale regional visioning initiatives as embodied by our latest such initiative: Long Island 2035.

tained as a basis for future improvements.

Step 3 is therefore setting aside the resources in the long-term to achieve and maintain a State-of-Good-Repair for the existing transportation system.

Step 4: Establishing Our Foundation

Our vision is also grounded in four major "foundation" transportation improvements which we have already committed to regionally by adopting them into NYMTC's fiscally-constrained Regional Transportation Plan per Federal planning requirements. Three of these projects have moved into the construction phase





and the fourth is in design and environmental analysis under the Federal regulations. They all address future access to and mobility within the core of the region: Manhattan's midtown and downtown central business districts, which also contain two of the ten desired growth areas we envision. These improvements are MTA New York City Transit's full length Second Avenue Subway, MTA Long Island Rail Road access to the east side of Manhattan, the extension of MTA New York City Transit's No. 7 subway line to the west side of Manhattan and New Jersey Transit's Access to the Region's Core project, which will provide two new rail tunnels under the Hudson River to midtown Manhattan.

Step 4 is our full commitment to the completion of these foundation projects, which are essential to the region's future. We note that the No. 7 subway extension is funded by the City of New York and the Trans-Hudson Express Tunnel can be accomplished using funding from the Federal government, the State of New Jersey and the Port Authority of New York and New Jersey.

Step 5: Investing for the Future

As indicated earlier, the growth forecasted for NYMTC's region through 2030 is significant and challenging: a nearly 20% increase in population and jobs over current levels. Accommodating this growth sustainably will not be possible unless a large part of it is channeled into areas where it can

be supported through the existing transportation system, along with strategic improvements. Toward that end, we have identified ten desired growth areas throughout the region in which a significant proportion of the anticipated growth of our region can be supported in a more efficient, sustainable fashion through strategic enhancements and expansions to the existing transportation system.

Step 5 is our concept for new strategic transportation investments, in addition to the foundation projects, to facilitate the optimal development of the ten desired growth areas. This concept is being developed in close cooperation with our member agencies. It will likely be released for public review later this year.

Financing the Vision

The vision we've outlined above is ambitious in its scope and we fully realize that financing this vision over the next two to three decades is an enormous part of the challenge we face. In order to formulate an approach to meeting this challenge, we have forecast the resources we anticipate having available over the next ten years





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through the Federal, State and local sources that currently exist under the Federal transportation legislation. We realize that the next Federal transportation bill will be enacted over this period and that some changes are likely to the structure of the Federal program. However, these changes are largely unpredictable, so for the purposes of this exercise, we are operating under the assumption that the basic structure of Federal funding programs will be maintained through 2017, including requirements for local matching of Federal expenditures. Similarly, we are also assuming that the current structure of New York State

transportation funding will be largely maintained over the period in question, although we do not assume the passage of any additional New York State bond acts for the period in question.

We are currently developing our forecast of financial needs for our investment concept. The needs of the concept will be added to those of the foundation projects and to those related to achieving and maintaining a State-of-Good-Repair for our transportation facilities and equipment to create a complete regional financial forecast for the future that will be released for public review later this year.



Maintenance is the underpinning upon which any improvements to the transportation system must be built

Maintaining What We Have



The need to achieve and maintain a state-of-good-repair (SOGR) for the region's transit systems, roadways and bridges has been identified by NYMTC's Principals as a critical goal over the next several decades. This SOGR maintenance is the underpinning upon which any improvements to the transportation system must be built. Given that the transportation system in NYMTC's region is vast in its extent and many of its components were built in the first half of the 20th Century or earlier, this will be a major effort.

To bring the current transportation system to a state-of-good-repair through 2030 and maintain it, we must refurbish extensive infrastructure. This will include replacing buses and rail cars as they age, refurbishing track in the subway and commuter rail systems, and improving peripheral facilities such as transit stations, line equipment and structures, signals and communications, shops and yards, and power facilities. We must also resurface and reconstruct roadways and bridges, and rehabilitate bridge structures. Our forecasts estimate the amount of equipment that will need to be replaced and facilities that would need to be refurbished through 2030. Using the current conditions of existing transportation equipment and infrastructure as a starting point and assuming specific lifecycles for each of their components, we are able to identify SOGR needs. Three-quarters of the forecasted transportation system components will be needed in New York City with the remaining one-quarter split more or less evenly between lower Hudson Valley and suburban Long Island.

The existing transportation system is a tremendous resource, whose current value is likely measured in the billions of dollars. Despite its age and congestion, the existing system provides a strong foundation on which to build an improved system. The Principals of NYMTC are in agreement that maintaining the viability of this resource and protecting it in the future are the region's first priority.



**Our vision is
grounded in
transportation
investments**

Establishing Our Foundation



As indicated earlier, our vision is grounded in transportation investments to which we have already committed in our role as NYMTC's Principals:

MTA New York City Transit's Second Avenue Subway

The Second Avenue Subway project will ultimately include a two-track line along Second Avenue from 125th Street to the Financial District in Lower Manhattan. It will also include a connection from Second Avenue through the 63rd Street tunnel to existing tracks for service to West Midtown and Brooklyn. Sixteen new ADA accessible stations will be constructed.

MTA Long Island Rail Road Access to the East Side of Manhattan

The East Side Access project will connect the Long Island Rail Road's Main and Port Washington lines in Queens to a new terminal beneath Grand Central Terminal in Manhattan. The new connection will increase the Long Island Rail Road's capacity into Manhattan, dramatically shorten travel time for Long Island and eastern Queens commuters traveling to the east side of Manhattan, and provide a new commuter rail station in Sunnyside Queens.

MTA New York City Transit's No. 7 Subway Extension to the West Side of Manhattan

The No. 7 Subway project will construct an extension of the existing subway line to serve the Hudson Yards desired growth area on the far west side of midtown Manhattan, in conjunction with the adoption of



The Access to the Region's Core project will construct two single track railroad tunnels under the Hudson River, connecting New Jersey and midtown Manhattan.

zoning map and text amendments to the New York City Zoning Resolution and related land use actions to permit the development of the Hudson Yards as a mixed-use community.

New Jersey Transit's Access to the Region's Core Project

The Access to the Region's Core project will construct two single track railroad tunnels under the Hudson River, connecting New Jersey and midtown Manhattan. These new tunnels will add transportation capacity to the existing two-track railroad tunnels under the Hudson River, the North River Tunnels, used by Amtrak and New Jersey Transit that are already operating near full capacity.

Our regional commitment to these foundation projects was es-

tablished when, per Federal planning regulations, we adopted them over the past several years into NYMTC's fiscally-constrained Regional Transportation Plan. In doing so, we set the stage within the Federal planning process for moving each of them forward into environmental analysis, design and engineering. Three of these projects have now begun construction and the fourth, Access to the Region's Core, is close to completing its Federal Environmental Review process.

These four key transportation improvements address future access to and mobility within the core of the region: Manhattan's midtown and downtown central business districts, in which are located two of our ten desired growth areas: Hudson Yards on the far west side of midtown Man-

Our vision is grounded in transportation investments to which we have already committed in our role as NYMTC's Principals.

The No. 7 Subway project will construct an extension of the existing subway line to serve the Hudson Yards desired growth area on the far west side of midtown Manhattan.

hattan and lower Manhattan. By themselves, these two growth areas can accommodate 40 million square feet of commercial space and nearly 24,000 residential units, which represent nearly 45% of the commercial space and 35% of the residential units of all ten desired growth areas combined.

Given the importance of these foundation transportation projects to our region as a whole and to our vision for the future growth of the region, we remain absolutely committed to securing all necessary funding for these projects and seeing them through to their ultimate completion.





Moving Forward with Our Vision



Our Vision for a Growing Region described in this Annual Report is a starting point for our on-going efforts to ensure a vital and sustainable future for our ten counties and the larger tri-state metropolitan region. We've reached consensus on a framework for that future, and now the planning process must be employed to flesh out that vision through partnerships with local municipal and community officials, and strategic transportation investments that will help make the vision a reality.

Moving forward with our vision will take a good deal of effort and strategic thinking and we must undertake that endeavor immediately in order to include a detailed concept in the 2010-2035 Regional Transportation Plan. Toward that end, we will be taking a number of immediate steps over the next year to put our regional vision into play. These steps will include –

- Later this year, we will announce the details of our concept for regional transportation investments over the next two to three decades. We will follow-up this announcement with a series of community workshops during which our vision will be discussed in the context of developing NYMTC's next Regional Transportation Plan for the period 2010-2035. We will address traffic congestion and its impacts on environmental quality, the economic health of our region, and the investments that will make our desired growth areas possible.
- Before year's end, we will also begin discussions of our vision with our region's Federal legislative delegation.
- By the spring of 2009, we will release a draft of the 2010-2035 Regional Transportation Plan which will contain our vision as revised based on the input we've received.

In this fashion, we will begin to work to make our vision a reality by mainstreaming it into the metropolitan transportation planning process.

Our Vision for a Growing Region

New York State Department of Transportation



Astrid C. Glynn,
Commissioner,
NYS DOT

The New York Metropolitan Transportation Council is the partnership of many voices, each with diverse constituencies and local agendas. As NYMTC's Principals, we have come together to focus on planning for the region because the strength of the region is as a whole. Within the region, we face the challenges of growth and environmental sustainability in an ever-changing global economy that demands an efficient and effective multimodal transportation system in order to remain competitive.

The importance of transportation in achieving the region's vision can not be overstated. Part of that vision will depend on having a transportation system that is in good repair, and that offers safe travel for all uses. Other key parts of this regional vision are being framed by recent sustainability and smart growth initiatives, such as New York City's PlaNYC, the Smart Growth Cabinet recently announced by Governor Spitzer, and the others taking place within the region.

The New York metropolitan region is a very diverse amalgam of communities ranging from the densely developed Manhattan Central Business District to the smaller, more sparsely populated suburban communities, in eastern Long Island and the lower Hudson Valley. The common element that ties all of these communities together is the knowledge that we must all work to create a unifying regional vision, which will address our concerns for reduced congestion, environmental sustainability, economic development and improved quality of life. Providing diverse transportation choices is just one element of this vision, but it is an important cornerstone in addressing the challenges of growth. Not only is the transportation system a prerequisite to job creation and economic competitiveness, it also provides connectivity critical to all other activities in the region, and therefore is vital to maintaining our quality of life.



The New York metropolitan region's transportation network not only serves the vast population of this region, it also provides the major conduit for people and goods between the Northeast and the South and Midwest. Our rail, highway, air and waterway connections serve larger regions and the nation. Our region is not isolated, but is part of a larger, mega-region united by the transportation corridors that link Boston to New York to Philadelphia and to our nation's capital, Washington D.C. It is for these reasons that we must be thoughtful in creating a future vision that accommodates not only the individual communities that make up the New York Metro area, but also the critical transportation links to the rest of the nation.

This is an important time for this region, and the opportunities presented by the next Federal transportation funding authorization in 2009 serve to focus our attention on strengthening and expanding our partnerships in the New York metropolitan region. In this way we can face the challenges ahead with a unified voice and develop the transportation system that can meet our regional vision.

The New York metropolitan region is a very diverse amalgam of communities ranging from the densely developed Manhattan Central Business District to the smaller, more sparsely populated suburban communities, in eastern Long Island and the lower Hudson Valley.

Our Vision for a Growing Region

New York City



Amanda Burden
Director
New York City
Department of City Planning



Janette Sadik-Khan
Commissioner
New York City
Department of Transportation

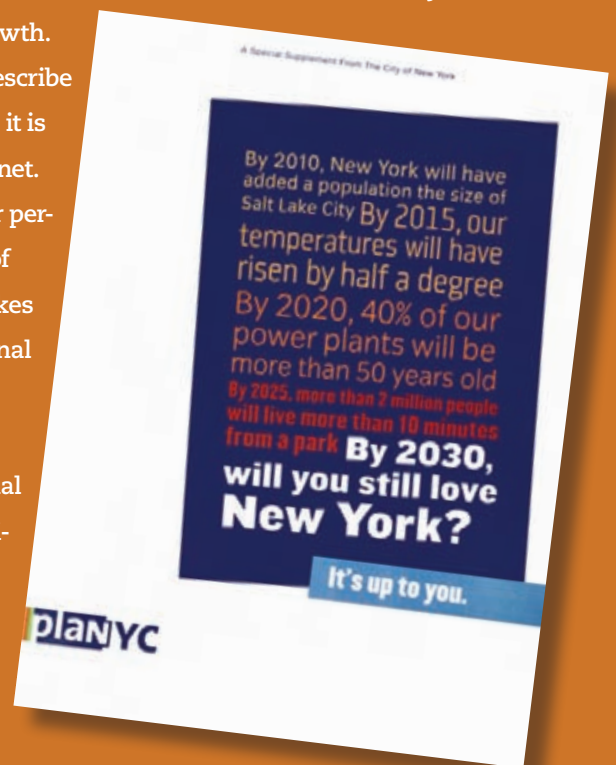
In 2007, Mayor Michael Bloomberg broke the transportation planning mold with his PlaNYC sustainability initiative. The plan directly seeks reductions in vehicle-miles traveled, particularly in the central business district, and city-wide carbon emissions, but frames these issues clearly in terms of New York City's future growth.

Indeed, if any single point can describe the sweep and ambition of PlaNYC, it is that urban growth can save the planet.

City dwellers use less energy per person than people in any other type of settlement. New York's density makes our high rates of walking and regional mass transit use possible, which is why per-person energy use in the state is 40 percent below the national average. Because of this, every additional person and every new dollar of investment we can attract to New York City is an advance for sustainability and the fight against climate change.

Greening New York's transportation tackles a number of challenges in addition to contributing to the global effort on climate. Better public space, safer sidewalks and streets, an excellent bicycle network and more reliable and efficient mass transit will add up to further gains in our quality of life, increasing the city's attractiveness to present and future residents. Securing new resources to invest in mass transit capacity and infrastructure repair will allow us to create the capacity for continued economic and population growth.

Getting land use right is critical to our transportation efforts—density and mass transit support each other. The Bloomberg administration has revised land use policies to concentrate future growth where mass transit capacity ex-





ists or where it can be added practicably. With financing raised by the city by tapping the value of future development in the area, the MTA has let contracts to begin construction on the No. 7 line extension. This subway extension will make the Hudson Yards redevelopment possible on Manhattan's West Side—the most significant approved transit-oriented development in the United States. Pennsylvania/Moynihan Station, located at the eastern end of Hudson Yards, is now in the environmental review stage. This project will re-create a grand train station where the original Penn Station once stood and concentrate development to take advantage of the single most transit accessible location in the country. These improvements for the future are essential not just to New York City but to the region as a whole.

PlaNYC's vision for the transit network of the future is indeed a regional one, encompassing projects prioritized by NYC Transit, the Long Island Rail Road, NJ Transit, Amtrak and the Port Authority. Both city and suburbs share strong interests in projects such as a new passenger rail tunnel between Secaucus and

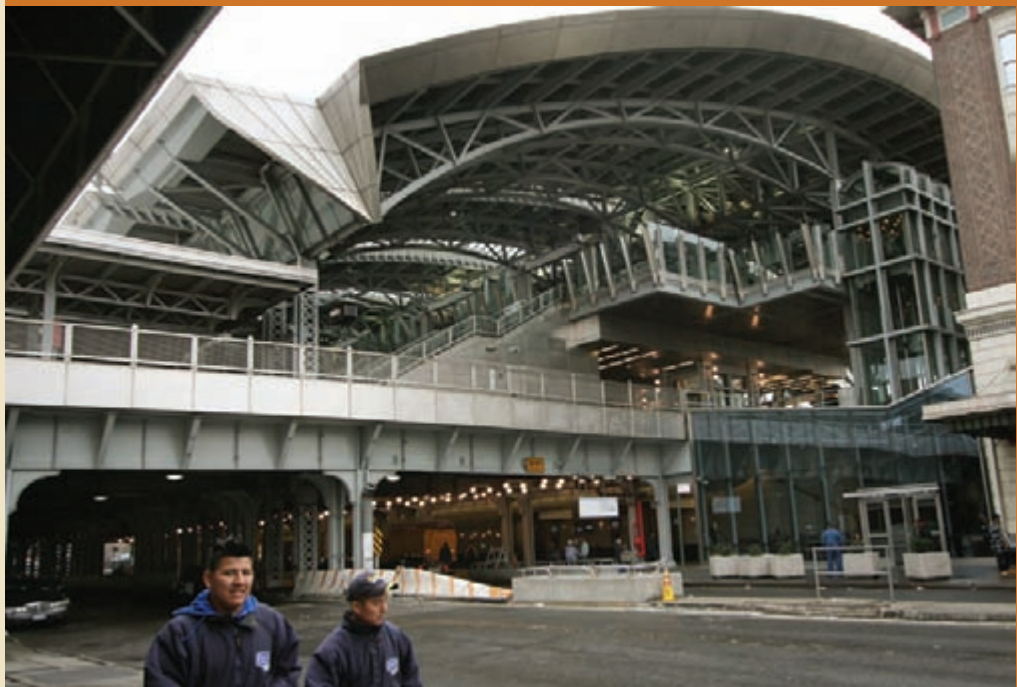
The No. 7 line extension will make the Hudson Yards redevelopment possible on Manhattan's West Side—the most significant approved transit-oriented development in the United States.



Midtown Manhattan, additional capacity for buses in the Lincoln Tunnel and a LIRR connection to Grand Central Terminal. These will vastly strengthen the links between regional job and housing markets.

Transit-oriented land use policies are not confined to the Manhattan CBD. In Jamaica, Queens, the City approved zoning to promote a new regional business district around the confluence of subway, LIRR and AirTrain service. In Bedford-Stuyvesant, Fulton Street along the A train has been rezoned to promote new housing. At the same time, the city is redirecting growth away from areas that are far from transit and where the reliance on the automobile is higher.

In Jamaica, Queens, the City approved zoning to promote a new regional business district around the confluence of subway, LIRR and AirTrain service.



Within the city, we are committed to more robust surface transit and bicycling networks. With NYC Transit, we will soon launch our first bus rapid transit projects and deploy bus mobility improvements such as signal priority and improved bus stops and lanes in congested bus “hot spots” across the five boroughs. The extent of the city’s bicycling network is also expanding rapidly, with 160 miles of new bike lanes and routes slated for the next two years. We estimate that commuter cycling has increased by 75 percent since 2000 and aim to intensify that trend.

Finally, PlaNYC will green city streets and neighborhoods, planting a million trees, landscaping front yards and sidewalks in the city’s lower-density neighborhoods, reclaiming roadbed for new public plazas, and greening new parking lots with trees, shrubbery and bioswales that retain rainwater. The plan will also improve streetscapes to enhance the sense of place in emerging business districts such as Downtown Brooklyn and Long Island City.

New York City takes a regional perspective on transportation, land use and environmental planning. Everyone in the region breathes the same air and has the same stake in minimizing climate change. City and suburban economies are closely interwoven. A vibrant, world-class and sustainable urban center at the region’s core, where our mass transit network converges, will ensure that the region’s economy and environment continue to improve in tandem.



Our Vision for a Growing Region

Metropolitan Transportation Authority



Elliot G. Sander
Executive Director and
Chief Executive Officer,
Metropolitan
Transportation
Authority

This year, as the Metropolitan Transportation Authority commemorates the 40th anniversary of its founding, the 70,000 men and women who operate the most extensive network of transportation services in the Western Hemisphere have much to be proud of. The gains we've seen in ridership and customers for bridges and tunnels are proof of that success.

While it is important to trumpet the MTA's achievements—what we like to call the daily miracle within our bistate, 5,000-square-mile territory—it is also vital that the MTA have a clear vision with strategic priorities that make it possible to implement that vision.

In our daily operations and capital programs, the MTA is committed to ensuring that every one of our services—NYCT subways and buses, the LIRR, Metro-North, MTA Bus, LIBus, MTA Bridges & Tunnels and MTA Capital Construction—are or will become best-in-class among large, older public transportation agencies in the world. As part of the drive to achieve this goal, I have identified seven areas of strategic focus. The MTA and each of the operating agencies will be aggressive and relentless in the pursuit of each of these seven strategic priorities.

Workforce Development

Whether you work in the public sector or the private sector, everyone understands that the experiences that customers have are dependent on a motivated and talented workforce. We are committed to dramatically improving our formal relationship with organized labor, the way MTA management interacts with our workforce, and how we deal with issues such as succession planning and executive development. In May 2007, I created a blue ribbon panel to address these issues. In January, the panel released 61 recommendations in five key areas: organizational culture, workforce development, succession planning, employee availability, and labor-management relations. We are evaluating and preparing to implement these well-conceived recommendations.

Institutional Transformation

The seven agencies of the MTA have essentially been run as independent organizations, creating unnecessary inefficiencies. In a 21st century world where the objective is to break down boundaries and create value through synergy, the MTA's agencies need to be better integrated. They need to operate as a network and to leverage the advantages of being a part of a network of mobility.



This is particularly important given the need to optimize system redundancy, provide our customers with elements of uniformity across the network, and maximize our employees' opportunities for career development. We must strive to transform the MTA into one organization with the agencies operating as large semi-autonomous but well-integrated units of a seamless, intermodal network.

Customer Service

We are pushing to improve the service that we provide our customers – from dramatically improved signage and website upgrades to additional customer service agents to extending subway and bus service. For example, Howard Roberts, president of MTA New York City Transit, issued rider report cards for each of the 21 subway lines. This initiative allowed us to better understand the priorities of the riders and to work to fix what they say is most in need of repair. We hope that our customers will notice improvements in the areas they prioritized, and that we will be able to earn better grades in the future.

Projects & Planning

Between the construction of the Second Avenue Subway, the extension of the No. 7 line and the connection of the Long Island Rail Road with Grand Central Terminal, the MTA is undergoing the largest expansion of its network in more than half a century. The MTA, with the help of its partners at NYMTC, must now take the initiative and map out the plans, projects, and policies for the next 24-40 years for New York City, Long Island, the Hudson Valley and southern Connecticut.

We are pushing to improve the service that we provide our customers—from dramatically improved signage and website upgrades to additional customer service agents to extending subway and bus service.



Adequate and Stable Finances

The MTA faces a new set of financial challenges as we struggle with a heavy debt burden following 12 years in which State assistance was virtually zeroed out. We will continue to pursue a balanced financial plan that will include contributions from all MTA stakeholders—principally our funding partners at three levels of government, our customers and organized labor. From the management of MTA operating agencies, we will require at least 1.5% cost savings per year, building upon our existing record of gains in efficiency. Policymakers in New York City and Albany can do their part by enacting a congestion pricing zone in Manhattan, which will provide a robust, steady and predictable stream of net revenues for improvements in rapid transit. From labor, we will ask for contributions as contracts are renegotiated. Our customers – riders and drivers alike—will contribute through a modest increase in fares and tolls – increases designed to keep pace with inflation. If successful, this balanced approach will prevent service cuts and afford our region a much-needed expansion and modernization of its transportation network.

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Security

As one of a number of transportation-focused public agencies in the Tri-State area, we take a regional, collaborative approach to security. We work closely with other regional transportation providers and law enforcement agencies that serve the City of New York, the suburban counties and suburban towns. That level of coordination and cooperation has helped our region win a major federal commitment to security funding last February. This process also led to the creation of the policing strategy the MTA call Direct Patrol, which has increased the number of teams of law enforcement officials from multiple agencies covering the MTA's commuter rail network.

Sustainability

Mass transit is increasingly being seen as an environmentally friendly mode of travel and an asset in the fight against global warming. As towns, counties, cities and states search for long-term programs for reducing CO₂, rapid transit agencies can be seen as essential providers of climate stabilization services. By greening its operations and capital program and gaining riders, the MTA will both reduce and manage its own carbon footprint as well. In September 2007

The MTA, with the help of its partners at NYMTC, must now take the initiative and map out the plans, projects, and policies for the next 24-40 years.

we created a blue ribbon Commission on Sustainability and the MTA. This 21-member commission is developing recommendations on how best to green the operations of the agencies and their capital programs; and developing recommendations on how the MTA can shape and direct the sustainable development and redevelopment of the city and the region. The commission is expected to issue interim recommendations by Earth Day 2008 and a set of final recommendations by the end of 2008.

Mass transit is increasingly being seen as an environmentally friendly mode of travel and an asset in the fight against global warming.



Our Vision for a Growing Region

Nassau County



Thomas Suozzi
Nassau County
Executive

Since I reported to you at NYMTC's 2007 Annual Meeting, Nassau County has made important strides to address the challenges we face—high property taxes, young people leaving, traffic, and pockets of poverty—while keeping our suburban character. Progress has been made in transforming the Nassau Hub into an economic engine for the County and the region; targeting growth in traditional downtowns, and retention and recruitment of businesses in Nassau County. Nassau has also launched an exciting public-private partnership designed to enable an entire community to “go green.”

The Nassau Hub

The Nassau Hub, or Nassau Centre, is the County's most important development area, consisting of major educational, commercial and recreational facilities within its roughly ten square mile area. The Hub already serves as a major employment center for residents in Nassau, Suffolk, and New York City. The Hub is integral to the regional economy and will yield benefits that go beyond Nassau County's borders.

At the core of the County's plans for Nassau Centre is the redevelopment of the Nassau Coliseum and its surrounding property into a state-of-the-art, mixed-use complex consisting of new employment centers, a modern sports arena, next generation and market-based housing, and the preservation of open space, all supported by a new transportation infrastructure. A key to the success of this project will be the new transportation linkages to other facilities within the Hub, as well as the existing Long Island Rail Road and Long Island Bus facilities already in place.

Last February, the Lighthouse Group was selected by Nassau County to lead this initiative. Since that time, they have organized an Advisory Committee and established key functional subcommittees to solicit ideas on the type and scope of what should be considered for this property. Using this input, the Lighthouse Group submitted a preliminary development plan for the Nassau Coliseum and surrounding area to the Town of Hempstead for their review and eventual approval. This process is expected to be completed in about 18 months, and then work can begin on this important project.



Nassau County is currently serving as the lead for identifying and studying potential transportation options for the Hub. We have received more than \$21 million in Federal funds with support from the County's Congressional delegation as well as Senators Clinton and Schumer. We will use these funds to examine the transportation options and hopefully implement a demonstration transit project concurrent with the Coliseum property redevelopment.

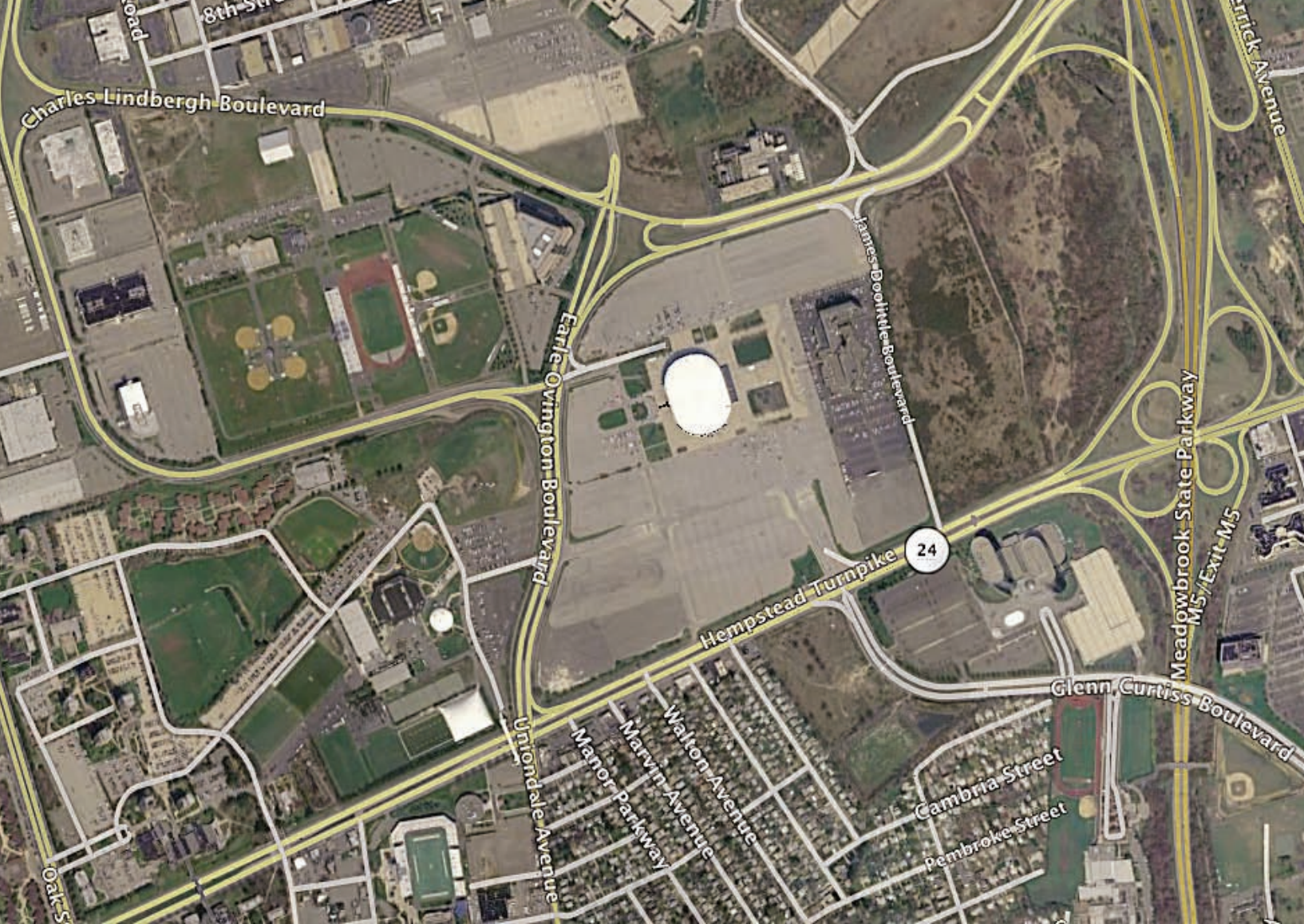
To date, we have completed the first phase, the Major Investment Study, and we are on track to begin the environmental review this year. A new transportation system will meet our long term growth needs and will serve as a model for suburban redevelopment throughout the region.

Targeted Growth in Traditional Downtowns

The Rauch Foundation's *Long Island Index: 2008* report found that almost half of Long Islanders aged 18-34 could imagine themselves living in an apartment, condo, or townhouse located in a downtown area, and Long Island's existing downtowns could accommodate at least additional 100,000 housing units—half of the Island's projected housing needs in the next 25 years. The *Long Island Index: 2008* concluded that we have to look to our downtowns to shoulder their share of the growth we need to sustain our economic vitality and suburban quality of life over the long term. Toward that end, I have allocated \$1 million to support a "visioning" initiative designed to help local downtowns focus on what's needed to sustain and develop their communities. We are beginning to see some early positive returns on our investment.

The Village of Hempstead is already served by a multi-modal transit center and is located in the center of Nassau County adjacent to the Nassau County Hub. Hempstead Village has tremendous potential for growth as an emerging

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The Nassau Hub, or Nassau Centre, is the County's most important development area, consisting of major educational, commercial and recreational facilities within its roughly ten square mile area.

minority community with existing transit options. We are currently working with the Village on a three million dollar investment initiative for the revitalization of Franklin Avenue in the downtown, and will establish new gateways into the Village's downtown. In addition, with NYMTC's support, we will be studying a variety of transportation and land use issues in 2008 for traffic calming along Peninsula Blvd, a major thoroughfare in the Village.

In addition to Hempstead, we have identified other selected downtowns in Nassau County that are the best places for growth. A visioning effort for Elmont, in cooperation with the Town of Hempstead, is almost complete, which will provide a development plan around Belmont Race Track. Great Neck Plaza, an outstanding example of transit oriented development, has initiatives in progress that support the County's goals. The 105-acre former Grumman property in Bethpage offers great potential as a new center for a high technology industry in the region. The waterfront development along Glen Cove Creek, with anticipated ferry service to Manhattan and other locations, remains another important priority. These efforts mark just the beginning of what I believe will become a long term initiative to revitalize our downtowns.

Business Retention and Recruitment

Another piece of our revitalization initiative is a concurrent focus on the retention and recruitment of businesses. We need more commercial development with highly paid, high-skilled jobs to take advantage of the County's well educated workforce. We need more walkable communities, affordable and diverse housing with nearby retail shops and restaurants. We need more sports, entertainment and tourism opportunities. Each of these components will bring in additional tax revenue, will take advantage of existing assets, and attract young people to live here. Nassau County's Empire Zones, where businesses can receive significant tax incentive if they locate in seven designated areas, are a great attraction for businesses looking to expand and create new jobs or looking to locate in Nassau County. The existence of the Empire Zones in emerging minority communities such as New Cassel, Inwood, and Roosevelt will assist their economic resurgence. Transportation can be an important catalyst and serve as a driving force for business retention and recruitment. Targeted development aligned with supporting infrastructure in a rational, comprehensive, environmentally-supportive approach will help Nassau County achieve long term sustainability by melding the suburbia we love with the most progressive approaches to addressing our challenges.

Green Levittown

As we pursue these efforts, we are also encouraging communities, developers and individuals to work toward the greening of the County. Recently, I announced an initiative to make Levittown, America's first post-World War II suburb, into America's first green suburb. As an example, residents are now being encouraged to make various energy improvements in their homes with the goal of reducing Levittown's carbon footprint by 10 percent this year. The goal of "Green Levittown" is to make it easy for Levittown residents to "go green." Our sponsors that are participating in this historic public-private partnership are offering discounts on energy efficient improvements and low-interest financing. This program has been successful in its early stages and could have a great impact on regional air quality if other governments in the NYMTC Region undertook similar efforts.

If we do nothing, whether it is in Nassau County or anywhere in NYMTC's region, this much is certain: congestion will get worse, taxes will increase and young people will be unable to afford to live where they grew up. However, with thoughtful planning, and by working with our communities, we can build a stronger Nassau as a cornerstone to a healthier and more vital region.



The waterfront development along Glen Cove Creek, with anticipated ferry service to Manhattan and other locations, remains another important priority.

Our Vision for a Growing Region

Suffolk County



Steve Levy,
Suffolk County
Executive

Suffolk County is experiencing unprecedented levels of growth and development in five major areas, all with the potential for significant impact to the region as a whole.

I will focus on the one development project that has the most potential for major economic activity and business development—the Sagtikos Regional Development Zone—and briefly describe the other four.

The Sagtikos Regional Development Zone is located along the Long Island Expressway and the Sagtikos Parkway and is bordered by the Main Line of the Long Island Rail Road to the south. Planning for this critical zone is overseen by the Towns of Babylon, Islip, Smithtown and Huntington in addition to the Suffolk County Departments of Planning and Public Works, the Suffolk County Planning Commission, the New York State Department of Transportation and the Metropolitan Transportation Authority/Long Island Rail Road.

The zone involves approximately 2,500 acres (4 square miles) and includes the redevelopment of the former Pilgrim State Psychiatric Center, a four hundred acre redevelopment site currently being considered by the Town of Islip. The zone also includes a planned major intermodal freight terminal.

The Sagtikos Redevelopment Zone represents significant development potential for the region. Should the zone develop in accordance with existing zoning when adjusted and based upon pending applications, there is projected to be potentially 3.8 million square feet of new commercial space and 2.1 million square feet of new retail space. In addition, new development potentially involves an additional 9,000 residential units, which is expected to attract approximately 18,000 new residents to the region.

Economic impacts are equally significant with development expected to create 15,000 new jobs, generating \$630 million dollars in personal



income. In addition, \$522 million locally is expected in retail sales, adding \$630 million to the Gross Regional Product.

The project's strategic location at the juncture of four towns along both a County and State transportation system make it a model with which to develop an inter-and intra-governmental land use and transportation management solution.

This mixed-use development represents the modernization of the suburbs and will become a major part of attracting and retaining new business. It will become the model for future development of suburban areas with focus on affordable housing, employment opportunities and recruitment and retainment of our most precious resource—young professionals. Without attractive areas to live, work and repose, we risk the

The possibilities are endless and the opportunity ripe for creating a new identity for the region.

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The other major growth and development areas in Suffolk County include the Route 110 Office-Industrial Corridor, Yaphank, the Town of Riverhead and the Stony Brook High Tech Campus.

chance of losing our recent college grads that were born and raised on Long Island to other more affordable and prosperous areas. With this type of development we can attract and retain industries that would otherwise locate to areas more conducive to their employees' wants and needs.

The other major growth and development areas in Suffolk County include the Route 110 Office-Industrial Corridor, Yaphank, the Town of Riverhead and the Stony Brook High Tech Campus. Collectively, these (5) areas represent potential increases in retail development of twenty five percent (25%) for Stony Brook to over seventeen thousand percent (17,000%) for Yaphank. The potential increase in office space is also significant with the largest increase expected along the Sagtikos Corridor (4,478%). Increases in industrial development are also potentially significant with increases of 224% (Riverhead) and 461% (Yaphank) expected. Growth in hotel space is also expected with increases of 69% (Route 110 Corridor), 118% (Sagtikos Regional Development Zone), 98% (Town of Riverhead) and 531% (Riverhead High Tech Campus). The growth in residential units within the development areas is perhaps most significant with a potential increase of 15,000% within the Sagtikos Regional Development Zone alone.

All of these growth areas are key to the economic sustainability of Suffolk County and the NYMTC region. They represent the inclusion of new dynamic businesses, industries and innovations. The possibilities are endless and the opportunity ripe for creating a new identity for the region, an identity that could resonate nationwide and encourage transportation solutions from all levels of government and from all that have interest in securing the future of this region.

Our Vision for a Growing Region

Putnam County



Robert J. Bondi,
Putnam County
Executive

Putnam County's chosen "growth area" is the intersection of Interstate Route 84 and State Route 311, otherwise simply known as exit 18. The land around this intersection is basically vacant, and zoned for non-residential development. The transportation network of roadways in and around the growth area are well suited to support expanded commercial development. There is a



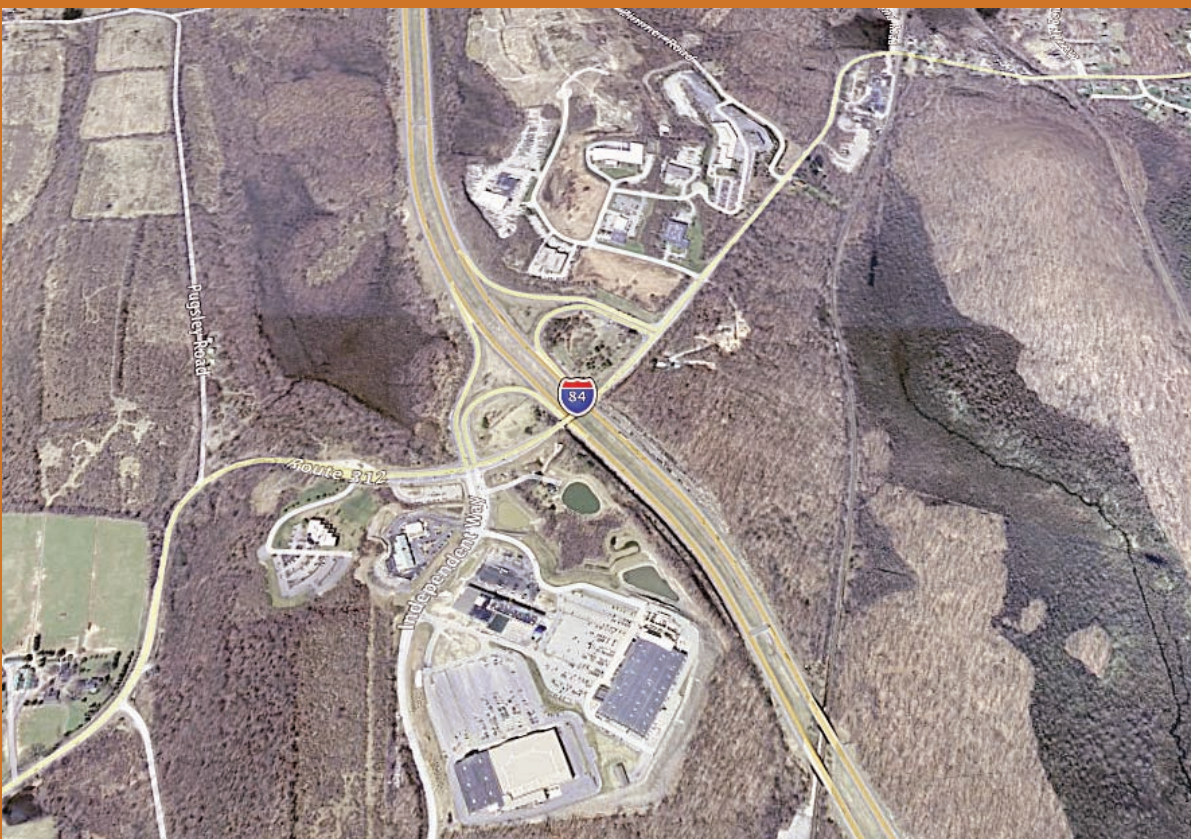
proposal for a large-scale retail development to be situated within this growth area currently working its way through the local approval process. We foresee this currently undeveloped area around

exit 18 being developed in the near future in a way similar to the exit 19 area near the intersection of Interstate Route 84 and State Route 312. This formerly vacant site at exit 19 now has commercial investments including Home Depot, Michaels, Linens & Things, Kohl's, Applebees, Dunkin Donuts, and another restaurant.

Developments like the one around exit 19 and the one proposed around exit 18 create economic development within Putnam County. They create employment for the local labor force, sales tax revenues for the county and state government, and property tax revenue for the local government and local school system. Additionally, these developments provide a convenient location for our county residents to do the shopping they need to do, without having to travel outside the county to obtain basic merchandise. This saves our residents travel time and fuel costs, which is a growing concern of everyone



We foresee this currently undeveloped area around exit 18 being developed in the near future in a way similar to the exit 19 area near the intersection of Interstate Route 84 and State Route 312.



This formerly vacant site now has Home Depot, Michaels, Linens & Things, Kohl's, Applebees, Dunkin Donuts, and another restaurant.

Our Vision for a Growing Region Rockland County



C. Scott Vanderhoef,
Rockland County
Executive

In Rockland County, the I-287 corridor and the surrounding vicinity is our most critical transportation and business growth area, and the Tappan Zee Bridge/I-287 corridor project our most vital transportation improvement project.

Congestion in the I-287 and Route 59 corridors will continue to worsen and simply adding highway capacity will not solve the long-term challenge of moving people and goods efficiently. Increased transit options will be the only way to serve the transportation needs of our region for the next hundred years. Any new bridge proposed to replace the Tappan Zee must include the development of a one-seat commuter rail-ride to Grand Central Terminal. It must also include a transit system that will connect Rockland and Westchester to major employment centers, housing, health services, educational and recreational areas as seamlessly as possible. Providing both of these new transit options will benefit Rockland, Westchester and the region as a whole by making the whole corridor transit-accessible.

The “reverse” commute opportunities these options will provide will create economic stimulus by better connecting the regional workforce with both existing and future employment centers on both sides of the bridge. New transit options will also help to encourage travel to Rockland instead of simply through Rockland on the way to other destinations. The expansion and development of Stewart Airport and the future transit link to Stewart will both provide additional benefit to Rockland and the region as well as reduce congestion in the corridor.

Growth in this area can have tremendous positive impacts if the vision for that growth continues to be identified early on in the planning process. Government, citizens, and developers must work together now to ensure the critical link is responsibly made between land use and transportation if we are to achieve positive results in the future. Assuring these links are made with the proposed transit investments will help shape land developments and improve communities.



Our communities will need to act proactively to preserve open space by creating centers of mixed-use development, creating safe bicycle and pedestrian links to encourage alternative modes of transportation other than the automobile, and updating zoning codes, design guides and minimum parking requirements to accommodate smart growth principles. Establishing transit-oriented development areas in this corridor is key to improving quality of life for residents, reducing energy consumption and automobile dependency and enhancing neighborhood character while at the same time increasing our tax base. Improved land use-transportation connections will also help serve Rockland's growing, often transit-dependent senior population which has increased approximately 30 percent in ten years.

State Route 59 runs parallel to I-287 in Rockland County and serves as our primary local, east/west travel corridor. Route 59 is host to Rockland's most dense commercial activity. The intensity of the various land uses along the Route 59 corridor makes it not only the most heavily

Congestion in the I-287 and Route 59 corridors will continue to worsen and simply adding highway capacity will not solve the long-term challenge of moving people and goods efficiently.



Approximately 35 percent of Rockland County's commercial land parcels exist within one-half mile of Route 59, including the current Palisades Center Mall, which is host to approximately two million square feet of retail stores.

traveled local corridor in Rockland, but one of the most heavily traveled corridors in the lower Hudson Valley. Route 59 connects several of the County's largest business districts and many municipalities, including Suffern, Airmont, Monsey, Spring Valley, Nanuet, West Nyack and Nyack. The intensity of commercial and residential activity in this corridor has produced heavy vehicular traffic and a high demand for public transit services. Approximately 35 percent of Rockland County's commercial land parcels exist within one-half mile of Route 59, including the current Palisades Center Mall, which is host to approximately two million square feet of retail stores.

Rockland County has begun the process of once again updating our comprehensive plan. However, the land-use planning vision we set forth during our last update remains: to promote a suburban county comprised of high quality residential communities of a range of densi-

Our economic vision foresees enhanced opportunities for growth and expansion of first class businesses in Rockland County.

ties surrounding vibrant village and hamlet centers and activity nodes, and well-defined and designed business and residential clusters and corridors. Similarly, our transportation vision is one of an integrated vehicular, mass transit and alternative transportation infrastructure with an efficient network of intra- and inter-county and state roadways, railways and pathways. Our economic vision foresees enhanced opportunities for growth and expansion of first class businesses in Rockland County, providing a broad range of employment opportunities for county residents along with a stable tax base. Rockland County will work diligently to ensure that the I-287 Corridor/Tappan Zee Bridge project will not only fulfill these visions, but will do so in a manner that will promote sustainable growth at both the County and regional level.



The expansion and development of Stewart Airport and the future transit link to Stewart will both provide additional benefit to Rockland and the region as well as reduce congestion in the corridor.

Our Vision for a Growing Region

Westchester County



Andrew J. Spano
Westchester County
Executive

The downtowns of Westchester County's four largest cities—Mount Vernon, New Rochelle, White Plains and Yonkers—are being transformed by new, dense and taller residential and commercial buildings. These are changes that herald promise for an even larger pattern of sustainable development where residents and members of the work force can choose to not be auto-dependent. The critical link to realizing a strong, regional economic future and a continued high quality of life throughout Westchester will be found in the improvements occurring along the Interstate 287 Corridor offering enhanced, reliable mobility across the lower Hudson Valley.

Just as Metro-North Railroad's three north/south rail lines have provided invaluable service for these four major downtowns, and several smaller centers including Port Chester, Peekskill and Ossining, to be able to build upon, it is the potential for an east/west transit link across the I-287 corridor that will provide the backbone for regional growth and development. This east/west link will provide easy connections to the north/south transit lines that increasingly serve commuters and other travelers moving in both directions at peak and non-peak hours. Coupled with new express bus service between the major downtowns, the integrated transit network could establish county-wide and regional mobility unequalled in any other area outside of major city centers. The availability of such an enhanced system will be of critical importance to an aging population that will increasingly rely on transit as a key factor of livable communities.

An east/west transit link will provide the basis and incentive for new and re-imagined growth centers along the I-287 corridor. These centers can be built on principles of transit-oriented development, the same principles that were applied, without the technical-sounding name, beginning 100 years ago in Westchester's cities, villages and hamlets located along the north/south rail lines. Westchester County proposes to work with the local municipalities in a new partnership through Westchester 2025 to prepare comprehensive plans that provide for



maintaining and enhancing community character while establishing opportunities for new smart development. Reinvention of the single-use office parks that line the corridor will be explored with the potential to diversify uses and add residential components.

Growth centered on the transit-enhanced I-287 corridor will become part of a dynamic regional development plan, which will be strengthened as reliable mobility becomes available to Orange County and Stewart Airport, across Rockland County, and into Greenwich, Stamford, Norwalk and points east in Connecticut. The new opportunities offered by a customer-friendly regional transportation system will sustain and develop an integrated regional workforce to serve an expanding and diversifying business community.

If we fail to achieve this vision, our economic prospects will be severely limited. The low density development areas of Westchester County, including the 40% of the county that is within the drinking water supply basin that serves New York City and southern Westchester, is essentially built-out. Further development in these areas is severely restricted. The future for the continued revitalization of Westchester's downtowns lies in the inventive enhancement and development of the I-287 corridor, with improved transit service as the underpinning for sustainable development and environmental resource protection.

Growth centered on the transit-enhanced I-287 corridor will become part of a regional development dynamic as reliable mobility will become available to Orange County and Stewart Airport, across Rockland and into Greenwich, Stamford, Norwalk and points east in Connecticut.

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NYMTC Co-Chair
and Commissioner
New York State
Department of Transportation

Andrew J. Spano

NYMTC Co-Chair and
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Steve Levy

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New York Metropolitan Transportation Council*

Robert Zerrillo

*Council Secretary
New York State
Department of Transportation*

March 2008

Our Vision for a Growing Region

Desired Growth Areas

