



MTA Transportation Reinvention Commission

Report Objectives:

- Identify and explore the key challenges facing the region
- Outline the strategic vision for MTA
- Explain why investment in the transit system and the MTA is critical to the prosperity of the region and facing the aforementioned challenges.
- Offer options for funding MTA investments

Major Report Themes:

- In order to address **climate change, growth, and changing demographics**, and to have a truly world-class transit system the MTA must reinvent itself into a more resilient system capable of withstanding shock and stresses from challenges while maintaining its essential functions
 - Resiliency was the key to MTA’s quick recovery after Superstorm Sandy
 - Resiliency underlies the Commission’s seven strategies
- **Investment in MTA is linked to region’s prosperity** – arc of investment in MTA follows prosperity of the metropolitan area. Investing in the area’s foundational systems – its transportation network – is key to moving around people and goods in the region. Investment in infrastructure is essential for a world-class city and region. All stakeholders -- federal, state, city and regional governmental partners, riders, road users, businesses, property owners and developers and the public– must invest in the MTA’s reinvention.

“New York will never have a world class transit system unless the MTA reinvents itself and the public invests in that reinvented MTA”

Characteristics of a resilient system

- Maximize spare capacity or redundancy to ensure customers adequate and effective back-ups, alternatives, or reserves when faced with climate events and other challenges.
- Increase flexibility and responsiveness for customers in the face of emergencies
- Invest to ensure only limited failures during emergencies, i.e. ones that do not take down the whole system.
- Recover quickly from emergencies and evolve over time.

The Commission’s seven recommendations will strengthen these characteristics to help the MTA become a more resilient network





Challenges:

- **Climate Change** is a major challenge MTA has faced recently and will continue to face in the future.
 - Superstorm Sandy shut down the subway for a week, MTA is still dealing with the aftermath of Sandy and strengthening the system to be more resilient going forward
- **Population Growth and demographic shifts** pose an existing challenge that can't be ignored.
 - Capacity is strained on the existing system – we are going to have to make investments in capacity if we are going to handle population growth as well as the general trend to greater reliance on transit.
 - Many emerging residential and employment centers are not well served by our traditional CBD-bound network.
 - Riders fully expect a 21st Century system with real-time information, connectivity, accessibility, and new technologies to assist with their decision-making to an extent not previously provided by MTA
- **Retrofitting the MTA system to incorporate technological innovation.** Technological innovation has grown exponentially in the past 20 years and the pace of change is accelerating. The MTA must systematically develop and introduce new technologies, both at the customer and business levels, while keeping pace with technological advancements.
- **MTA cannot do it alone** – The MTA is one of many agencies in the region that work to maintain and accelerate the regional economy, and does not operate in a vacuum. Improved regional cooperation is needed to coordinate planning and investment. Similarly, investment will need to be made by all parties in the region in order to support the MTA and further the region's prosperity.

Strategies Recommended by the Commission

- **Reengineer MTA's way of doing business** by creating "a new MTA" that is more efficient, transparent to the public and that gets the right work done faster and cheaper. Establish a dedicated center of excellence for Innovative Project Delivery that has broad executive authority to optimize project delivery and engage the private sector. Leverage transparency and data sharing to unleash the innovative capability and process enhancements available in the private sector.
- **Accelerated core capital investment in good repair and sustain investment into the future** to maximize the system's safety reliability and resiliency.
- **Provide a 21st Century Customer experience with a system** that is information-rich and accessible, with safe stations, and reliable, frequent and easy to use services and a workforce fully committed to the customer.
- **Aggressively expand the capacity of the existing system both to alleviate constraints and to meet the needs of growing ridership, thereby providing greater redundancy and limited disruptions, which are key**





to resilient service. Accelerate signal upgrades, expand track capacity, and add flexibility via waterborne, bus, and other means of surface transit in constrained areas.

- **Make investments designed to serve existing and emerging population and employment centers not well served by the existing system in order to ensure service alternatives and flexibility characteristic of a resilient system.** In particular, pursue new flexible methods of service delivery (BRT, expanded SBS, coordinating with ferries or LRT), as well as through running with other transit providers.
- **To drive economic growth and maximize its capacity to respond to and recover rapidly from emergencies, forge partnerships that will** 1) bring together economic development and planning partners, as well as the private sector; and 2) establish more collaborative working relationships with other transit agencies.
- **Establish a balanced, stable and reliable long-term funding plan that includes dedicated revenues and contributions from all who benefit – directly or indirectly—even as the MTA implements a comprehensive program to cut costs and generate more revenue.** The MTA should be more entrepreneurial and leverage public-private partnership initiatives. At the same time, projected revenues from these sources will be inadequate to achieve the objectives identified by the Commission as essential to continued growth and prosperity of the region. All stakeholders will need to contribute. This report only seeks to set the stage for those very important deliberations. Funding actions gleaned from national and international experiences are included in the final report and should further inform those critical deliberations.

