

Built in New York

The Economic Impact of MTA Capital Program
Investment on New York State



October 2011

 **CAPITAL
PROGRAM**

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On the cover:

East Side Access, an MTA megaproject, will connect the LIRR to a new terminal beneath Grand Central – increasing capacity into Manhattan and shortening travel time for Long Island and Queens commuters traveling to Manhattan’s east side. Work on the project has created over 2,200 jobs.

Built in New York Means Jobs For New York

Over the past 30 years, the MTA's Capital Program has remade New York's transportation system into the safe, modern and reliable network it is today. The result of these investments can be seen not just on MTA trains and buses, but in the remarkable growth of the downstate region's \$1.26 trillion economy, the economic engine for the entire state.

As the following pages clearly show, the MTA Capital Program has also had a profound direct impact on economic development in every corner of New York State, from Oriskany to Hornell, Yonkers to Plattsburgh, and numerous points in between. MTA investments have created a true triple play of economic development: major vendors have opened and expanded plants in New York to do MTA work; those vendors bring work back to New York from other transit systems around the country; and local suppliers have sprung up around the state to support this work and provide thousands of local jobs.



The bottom line is that the Capital Program has become a vital, ongoing supplier of jobs and economic growth that is felt far beyond the MTA service region. The current 2010-2014 Capital Program will provide 350,000 New York jobs and overall economic impact of \$44 billion throughout New York State. But Capital Program investments mean more than just jobs and business today; they also help New York companies build for the future. Contracts from the MTA mean modernized and expanded manufacturing plants – without MTA Capital spending, plants go idle, and business goes elsewhere.

Despite the vital importance of these investments, the MTA is acutely aware of the need to implement them as efficiently as possible – to make every dollar count. Last year the MTA responded to this challenge by overhauling the way it does business, reexamining every project in the 2010-2014 Capital Program and cutting \$2 billion without impacting its benefits. The MTA has also committed to doubling those savings, for a total of \$4 billion, by implementing new efficiencies and partnering with contractors to lower expenses.

Nonetheless, a funding gap remains in the final three years of the current Capital Program, which must be addressed with all funding partners. MTA system improvements and expansion plans will not only keep New York competitive in today's global marketplace; they will also keep people working and businesses thriving. An investment in the MTA Capital Program is an investment in the future of New York State.

The 2010 – 2014 Capital Program will create 350,000 jobs and generate overall economic impact of \$44 billion throughout New York.

MTA Capital Program Economic Impact

MTA Capital Programs are investments that pay off for New York State in terms of a stronger economy, more jobs, and a better transportation system.

Across NY State, the MTA 2005 – 2009 Capital Program generated **almost \$14 billion** in business and maintained or created nearly **325,000 jobs**, resulting in almost **\$41 billion in overall economic impact**.

When the 2010 – 2014 MTA Capital Program is fully funded, it is anticipated that the impact will be even greater.

MTA Capital Program 2010–2014

- **\$14.7 Billion Capital Work**
- **350,208 Jobs**
- **\$44.1 Billion Economic Impact**



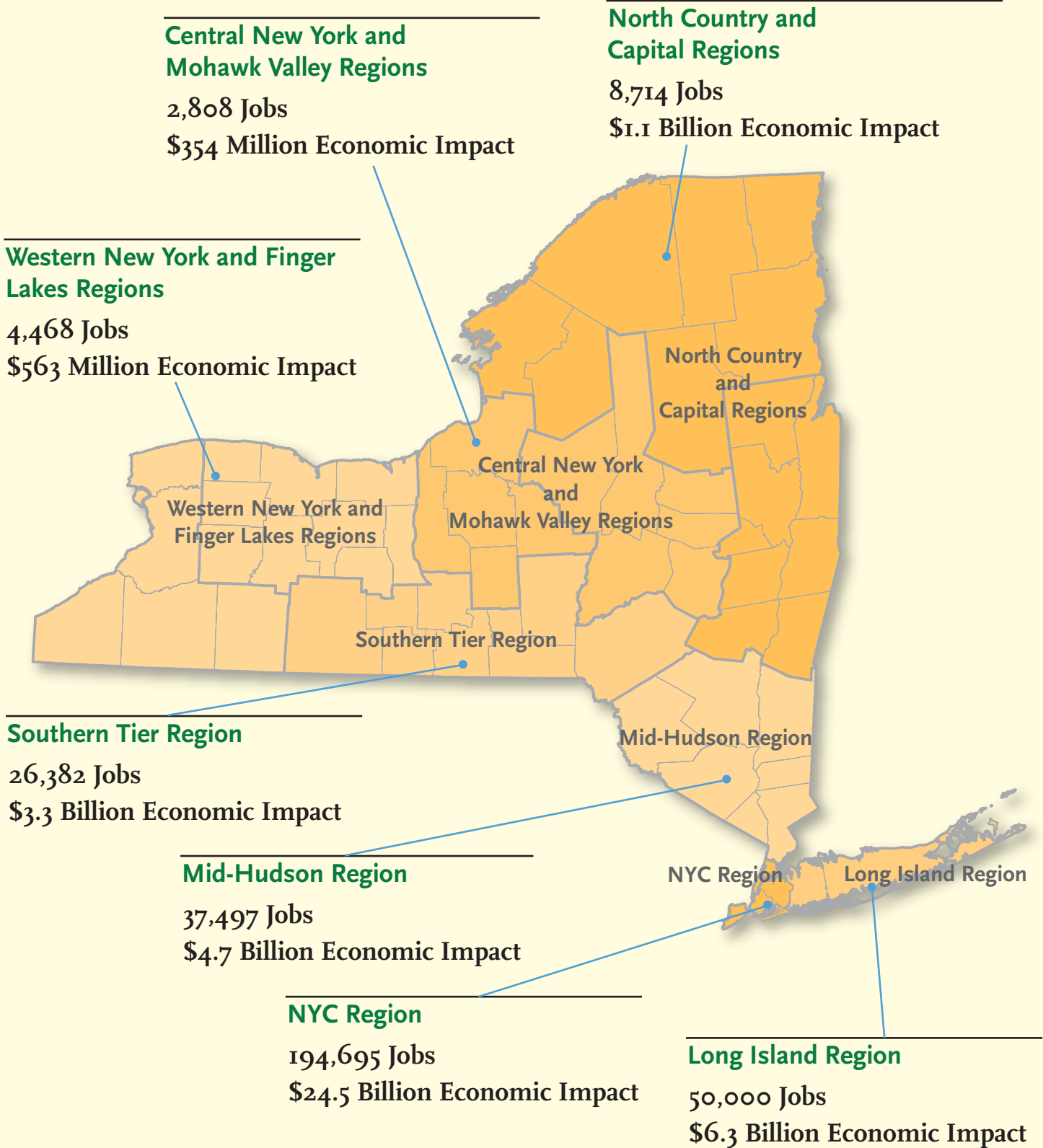
The American Public Transportation Association (APTA) has developed a national model to illustrate the effects of investment in public transit on job creation and economic impact. The APTA model estimates:

- **For each \$1 billion spent on public transportation capital investment, 24,000 jobs are created. These include direct, indirect, and induced jobs.**
- **Each \$1 billion spent on public transportation capital investment yields \$3 billion in overall economic impact**

For more information, please see the APTA report at:

http://apta.com/resources/reportsandpublications/Documents/economic_impact_of_public_transportation_investment.pdf

Jobs and Economic Impact from the MTA 2005 – 2009 Capital Program



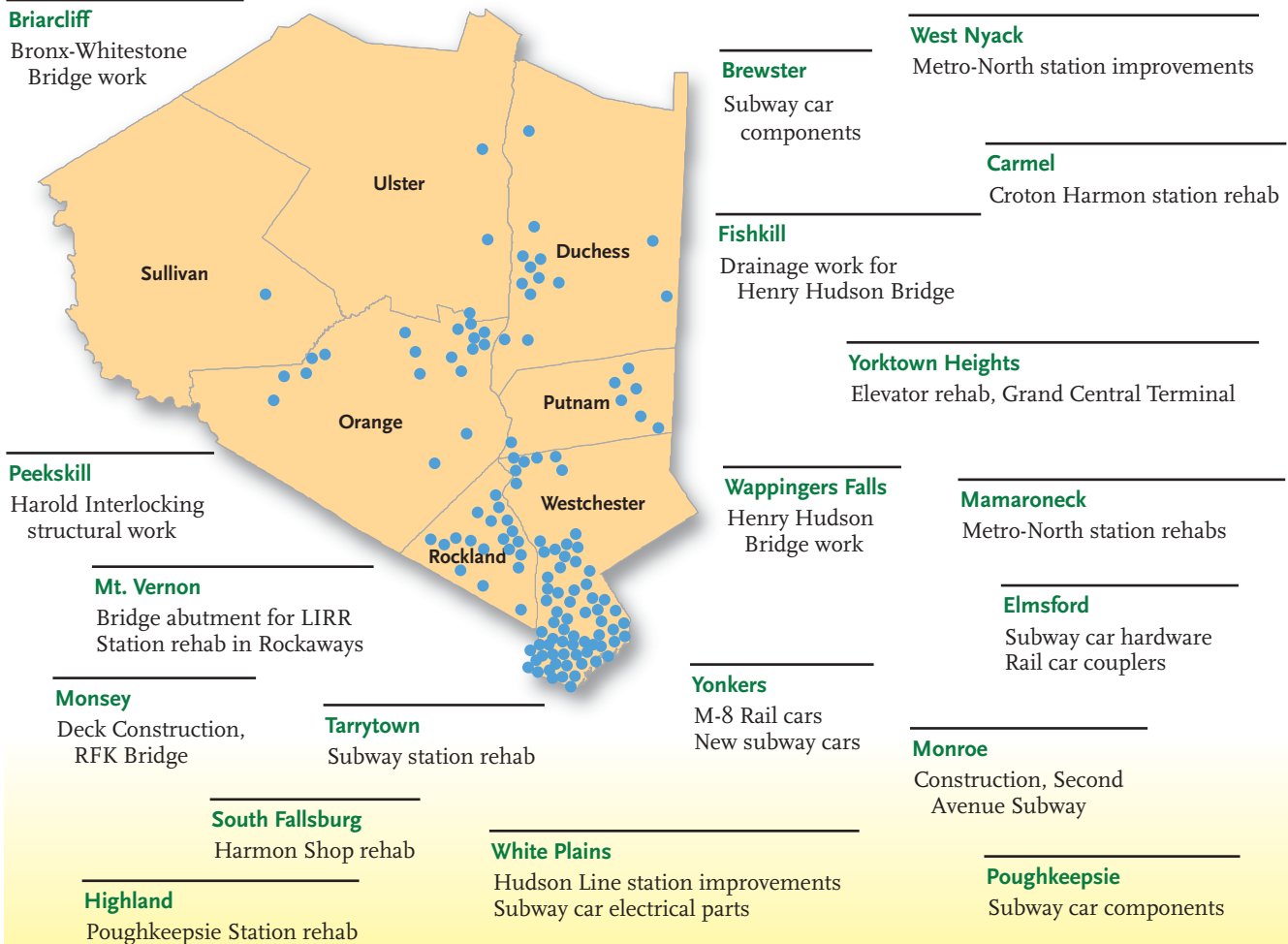
Mid-Hudson Region



MTA Capital Program 2005–2009

- \$1.6 Billion Capital Work
- 37,497 Jobs
- \$4.7 Billion Economic Impact

Select listing of work in the Mid-Hudson Region for MTA Capital projects.



• Locations of companies that worked on MTA Capital projects in 2005-2009.

Yonkers and Kawasaki: **A Mid-Hudson Success Story**

In 1987, it didn't seem as if **smokestack America had a future left in the New York metropolitan region. Thanks to the MTA Capital Program, a former Otis Elevator plant was reborn as the home of Kawasaki, and Yonkers has become a vibrant manufacturing center.**

The Kawasaki plant in Yonkers — part of a Port Authority industrial park — has produced over 1,900 subway and rail cars for NYC Transit and the LIRR, totaling more than \$2.78 billion in business. Though Kawasaki started making cars for the MTA, over the years they have successfully expanded their business to build rolling stock for transit agencies across America and around the world, creating a vibrant manufacturing center

where prior to the MTA's purchases one hadn't existed. Averaging nearly \$500 million in contracts (and 180 cars) per year, Kawasaki has recently decided to invest \$25 million to purchase and rehabilitate its plant in Yonkers — again showing how a business that begins working for MTA Capital dollars ends up bringing many more than those dollars' worth back to New York State, now and for the future.



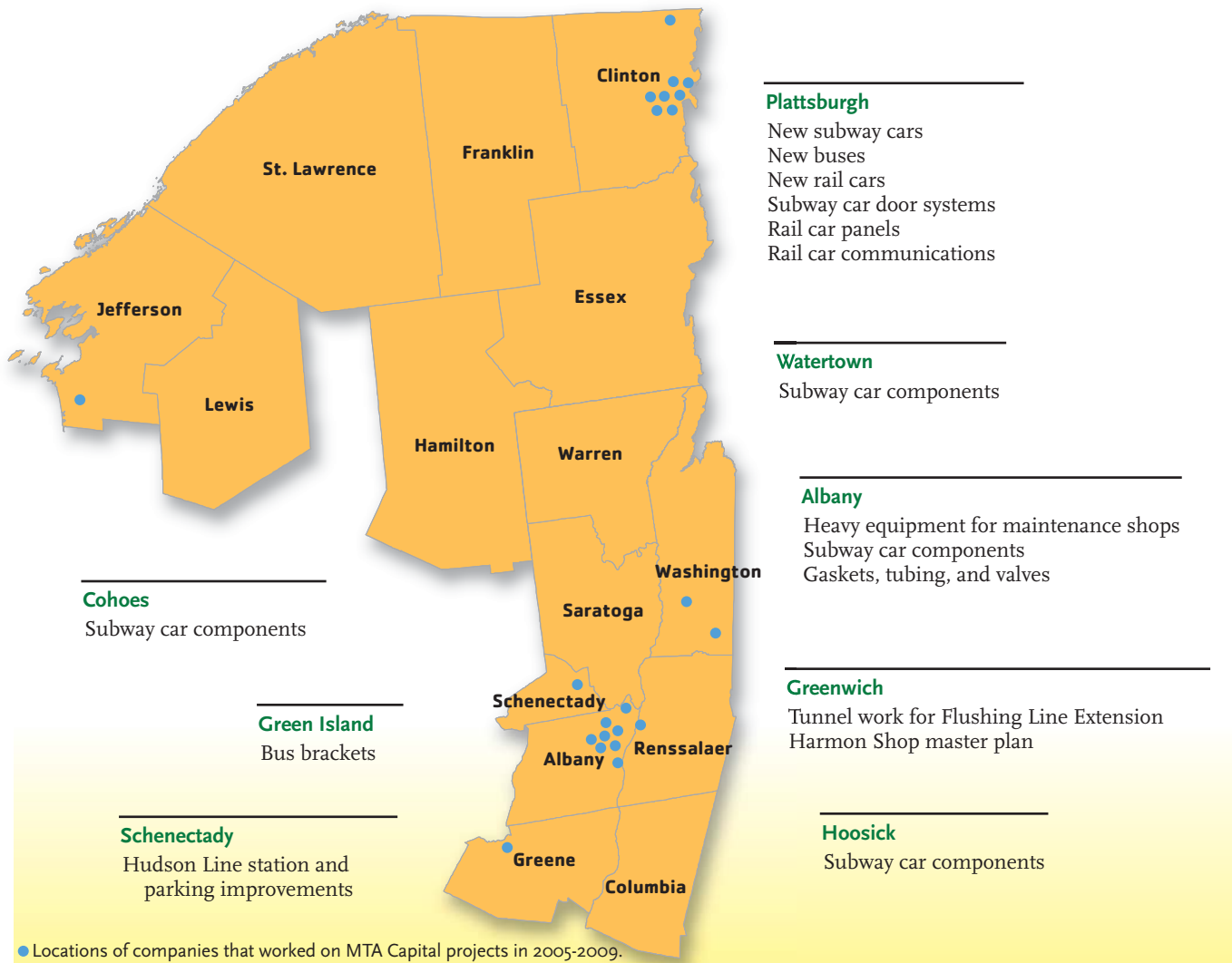
North Country and Capital Regions



MTA Capital Program 2005–2009

- \$366 Million Capital Work
- 8,714 Jobs
- **\$1.1 Billion Economic Impact**

Select listing of work in the North Country and Capital Regions for MTA Capital projects.



Plattsburgh: **Trains and Buses Start Here**

Back in the early 1990s, with the MTA rail fleet in need of replacement, Quebec-based Bombardier realized the potential advantages of making trains for New York in New York – and a recently-closed US Air Force base in **Plattsburgh provided the perfect location.**

Opening a 100,000 square foot plant in 1995, Bombardier soon had so much business they had to double capacity. By 2000, Bombardier had completed a 1,000 subway car order for NYC Transit; and in 2007 they finished a new rail fleet for MTA commuter railroads. Bombardier's success stimulated the growth of other rail business companies, which made Plattsburgh a major manufacturing center for the transit industry. Today, Bombardier continues to bring dollars and jobs to New York, winning a recent order to

make subway cars for the Chicago Transit Authority.

Ample space, a well-qualified workforce, and a market from the MTA also brought bus manufacturing to Plattsburgh. In June 2009 Quebec-based Nova Bus, a division of Volvo, opened a 140,000 square foot plant. The location was perfect – close to Montreal; in New York State so that New York content could be maximized; and not that far from New York City, one of the nation's largest markets for buses. The Plattsburgh plant's first customer was New York City Transit, which bought all of its first production run. Now Nova's sister firm Prevest is also eyeing Plattsburgh for its bus assembly if its first order with the MTA proves successful.

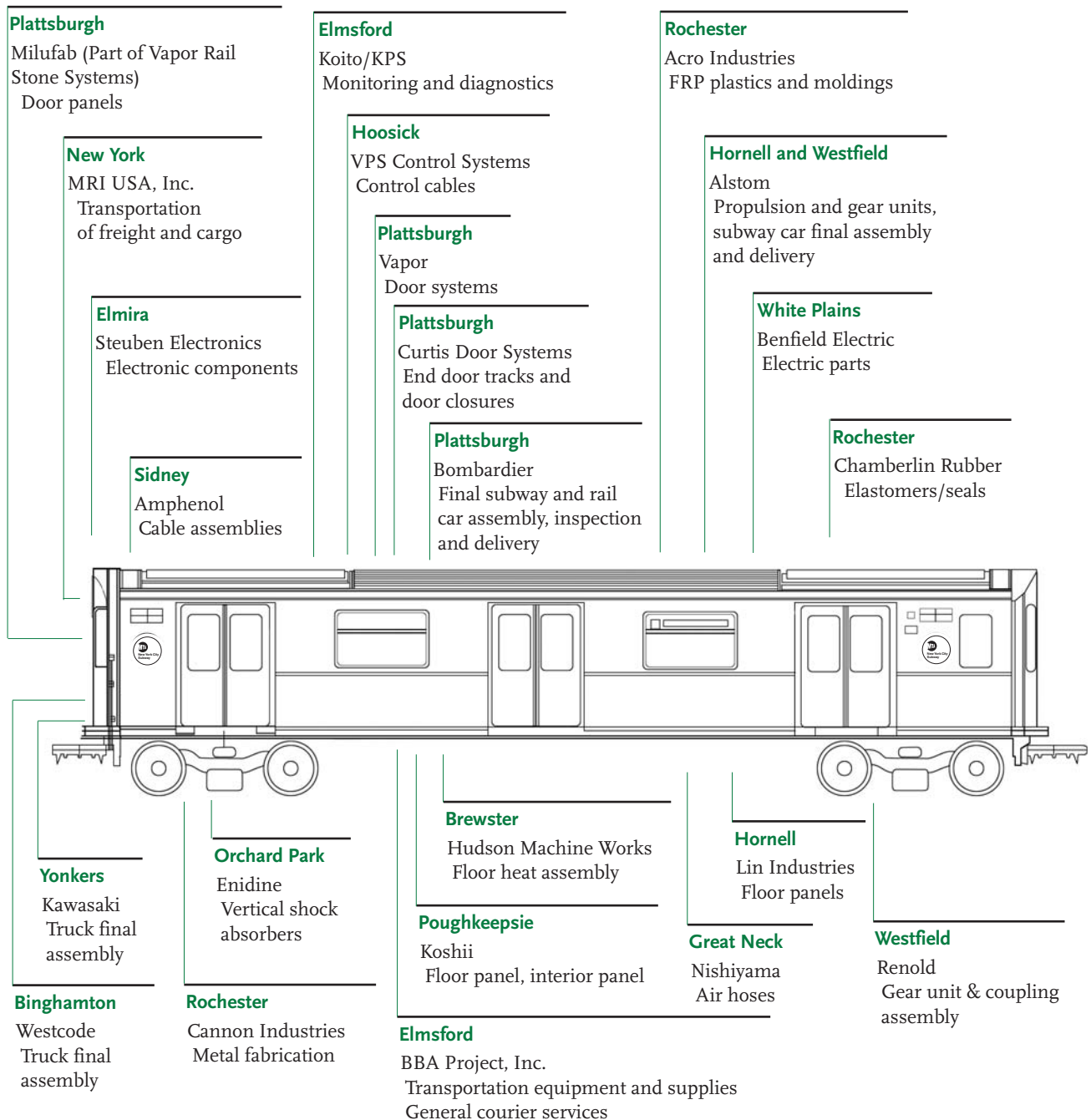




Getting it Done in New York

How NY State Makes Subway Cars

The MTA purchases subway cars and car components for NYC Transit from multiple manufacturers in New York State.



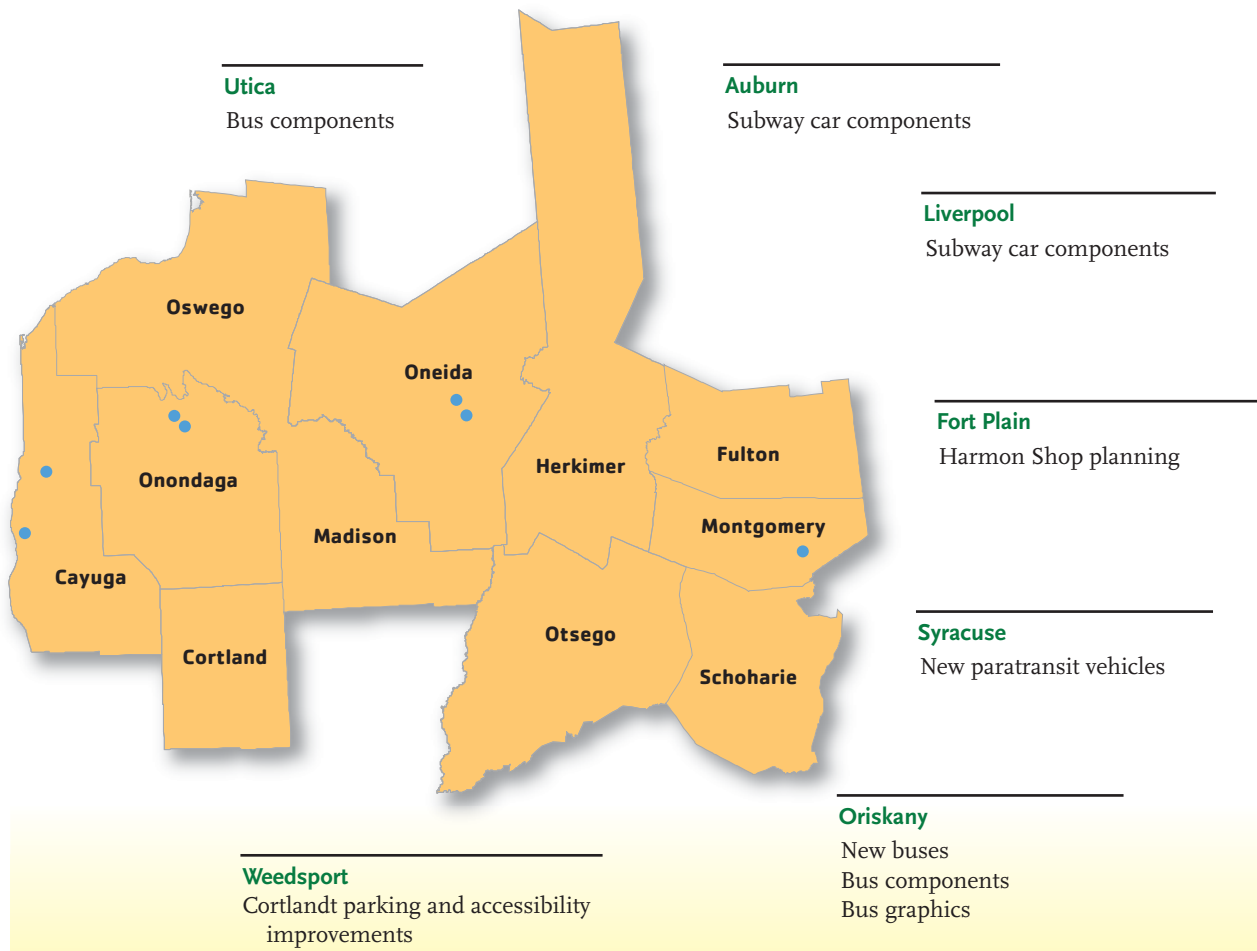
Central NY and Mohawk Valley Regions



MTA Capital Program 2005–2009

- \$118 Million Capital Work
- 2,808 Jobs
- **\$354 Million Economic Impact**

Select listing of work in the Central NY and Mohawk Valley Regions for MTA Capital projects.



• Locations of companies that worked on MTA Capital projects in 2005-2009.

Oriskany and Orion Bus: Nearing 30 Years Together

Orion opened its first US assembly plant in Oriskany, New York, in 1982, attracted by the potential of the largest market for buses in North America, driven by the MTA Capital Program.

Orion's now state-of-the-art facility handles installation of all major components – engines, transmissions, seats, axles, electrical, heating/air conditioning systems, as well as the final finishing, testing, and delivery of diesel, CNG, and hybrid-electric buses. Similar to transit manufacturing hubs in Yonkers and Plattsburgh, stable orders from the MTA have allowed Orion to use its New York State investment to build buses for transit properties around North America, including those in the Niagara Frontier, the Capital District, San Francisco, and Toronto.

Like many other large companies who have received contracts through MTA Capital Programs, Orion nurtured suppliers and other businesses near its Oriskany plant, such as Oriskany Manufacturing Company, which was founded in 1997 specifically to fabricate components for new buses; and Seifert Graphics, an M/WBE certified firm that makes vinyl decals for new buses and subway cars.

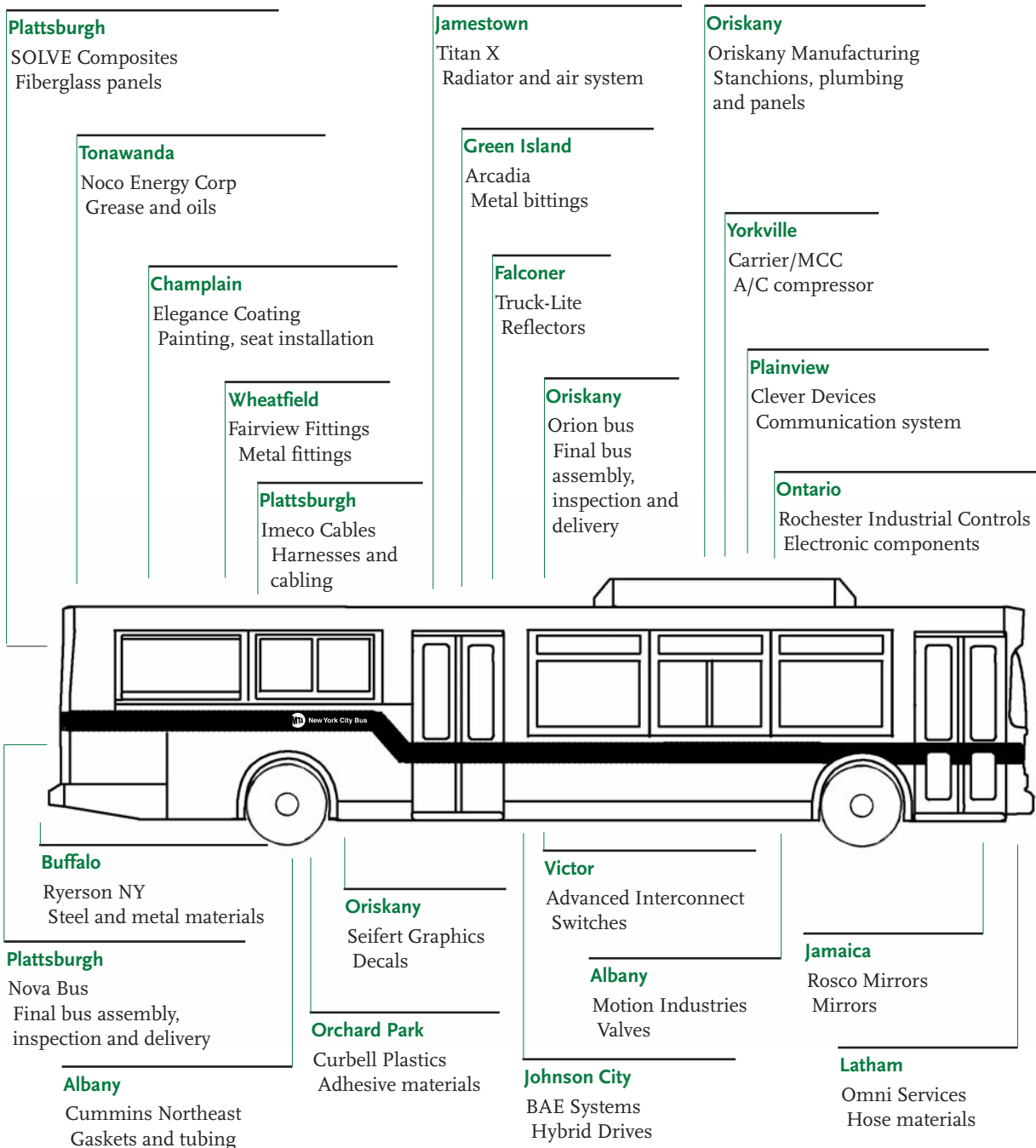




Getting it Done in New York

How New York State Builds a Bus

The MTA purchases buses and bus components for New York City Transit and MTA Bus from multiple manufacturers in New York State.



Southern Tier Region



MTA Capital Program 2005–2009

- \$1.1 Billion Capital Work
- 26,382 Jobs
- **\$3.3 Billion Economic Impact**

Select listing of work in the Southern Tier Region for MTA Capital projects.

Hammondsport
Subway car components

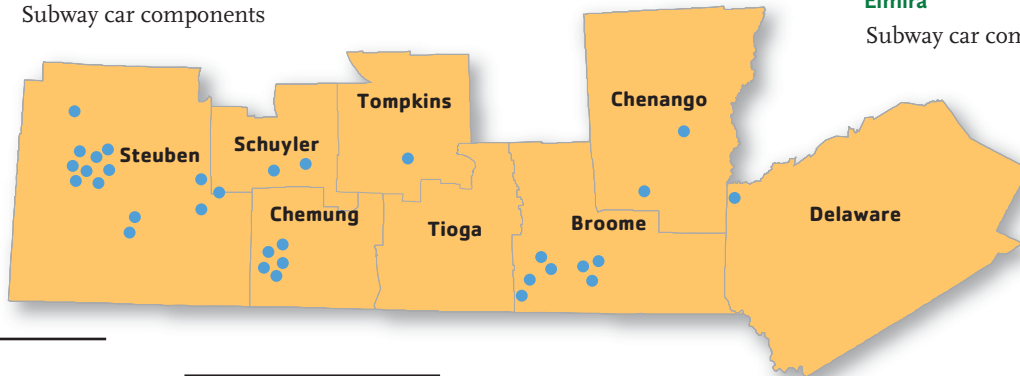
Hornell
New subway cars
Gears
Rail car internal finishing and HVAC

Binghamton
M-8 Rail car components
Subway car HVAC

Johnson City
Hybrid bus transmissions

Lansing
Subway car components

Elmira
Subway car components



Arkport
Subway car components

Norwich
Subway car components

Vestal
Subway car components

Big Flats
M-8 Rail car components
Rail car simulator

Sidney
Subway car components
M-7 rail car components

Canistota
Subway car components

Endicott
Subway car components

Watkins Glen
Subway car components

Endwell
Subway car components

Freeville
Mill work, subway station rehabs

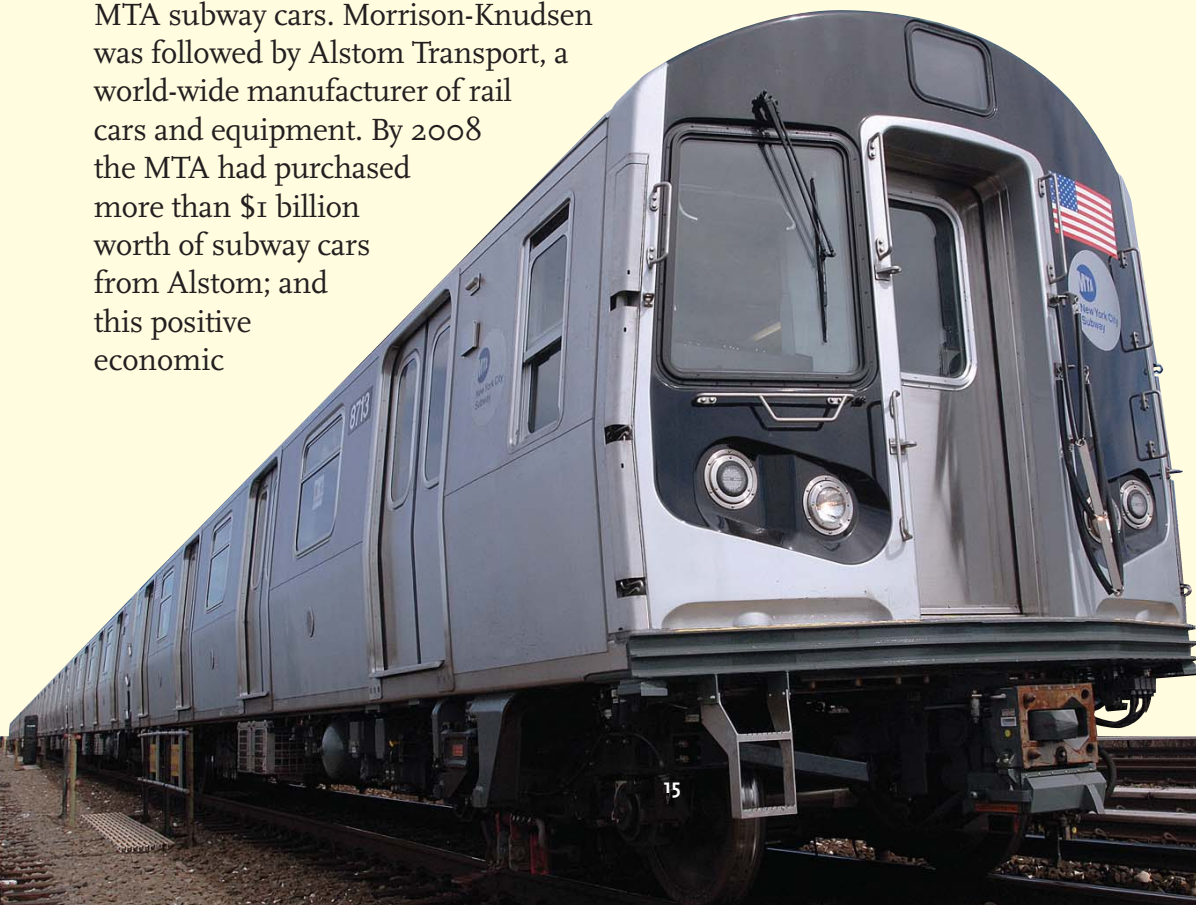
• Locations of companies that worked on MTA Capital projects in 2005-2009.

Hornell: **Railroad Traditions Reborn**

The city of Hornell in Steuben County had been a railroad center for 160 years. But as railroads declined, Hornell fell on hard times. Now, supported by work for the MTA Capital Program, Hornell prospers once again.

When the Erie Railroad closed its central maintenance shop in 1976, the City of Hornell Industrial Development Agency bought all railroad properties: over 800,000 square feet of rail buildings. The IDA bet on the future of railroad transportation and the quality of the city's rail-oriented workforce. Supported by work for MTA Capital Programs, this investment paid off. In the 1980s Morrison Knudsen opened a plant and began work on mid-life overhauls for MTA subway cars. Morrison-Knudsen was followed by Alstom Transport, a world-wide manufacturer of rail cars and equipment. By 2008 the MTA had purchased more than \$1 billion worth of subway cars from Alstom; and this positive economic

effect radiated throughout the region. Railroads aren't the only growing transit business in the Southern Tier. Johnson City in Broome County is home to the Platform Solutions division of BAE Systems, which developed and supplied hybrid-electric propulsion systems for MTA buses. In 1998, the MTA became BAE's first hybrid propulsion customer – a pilot test that would eventually grow NYCT's hybrid bus fleet into the largest in the world, with over 1,600 buses.



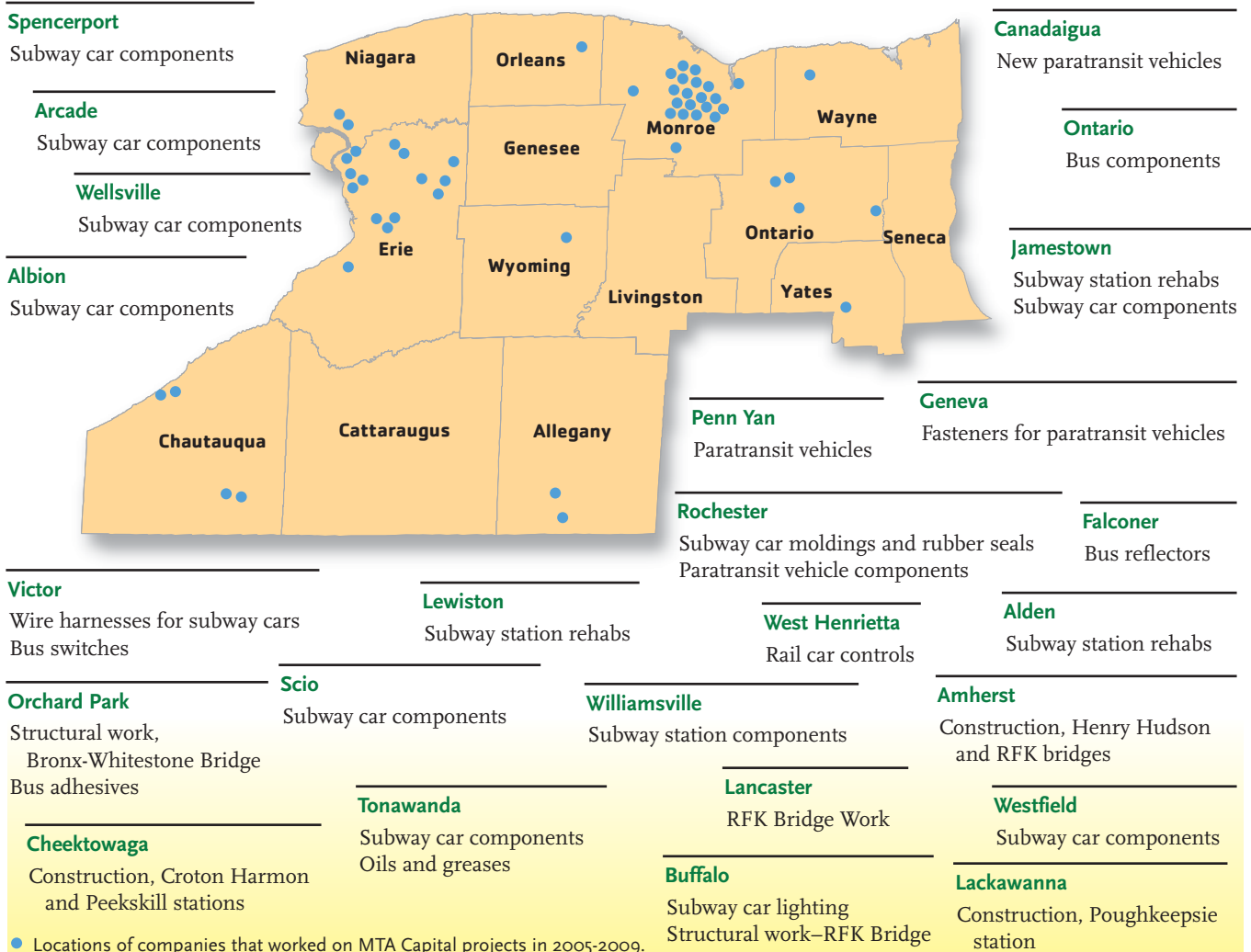
Western NY and the Finger Lakes Regions



MTA Capital Program 2005–2009

- \$188 Million Capital Work
- 4,468 Jobs
- \$563 Million Economic Impact

Select listing of work in Western NY and the Finger Lakes Regions for MTA Capital projects.



Broad-based Industries: Retooling for Transit

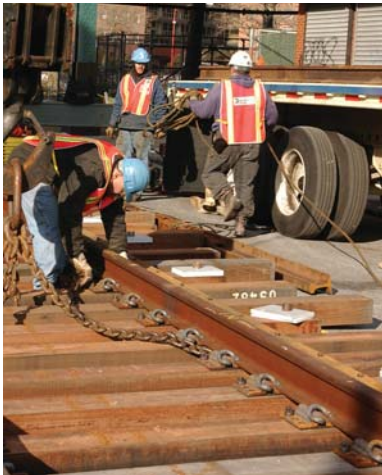
Western New York boasts cities with **distinguished industrial backgrounds**, including Buffalo and Rochester. Thanks to the MTA Capital Program, industry still has a home in the region.

Although much heavy industry has moved overseas, companies that have remained in Western New York and the Finger Lakes have benefitted from the MTA Capital Program. In the 2005-2009 Program, more than \$187 million went to companies in these regions for rail car components and paratransit vehicles. Henrietta's Alstom Signal worked on Metro-North's newest rail car fleet. And Shepard Brothers in Canandaigua was the main supplier for paratransit

vehicles for NYC Transit, vehicles that were also made in the region by Penn Yan's Coach and Equipment. In addition, companies throughout the region did steel work for MTA bridges as well as for the Second Avenue Subway—and also worked on projects for MTA subway and railroad stations many hundreds of miles from their home base. All told, MTA Capital Program dollars created or maintained 4,500 jobs in these regions.



Long Island Region



MTA Capital Program 2005–2009

- \$2.1 Billion Capital Work
- 50,000 Jobs
- **\$6.3 Billion Economic Impact**

Select listing of work in the Long Island Region for MTA Capital projects.

Babylon

Bridge work: Bronx-Whitestone, Verrazano, Cross Bay

Deer Park

Track rehab

Westbury

Subway station rehab

Lawrence

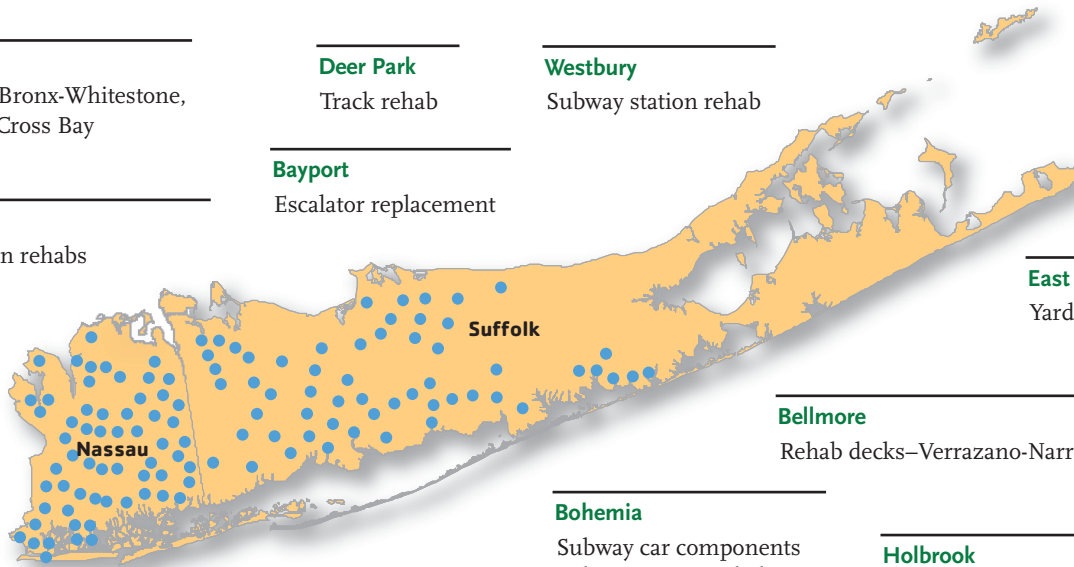
Subway station rehabs

Bayport

Escalator replacement

East Meadow

Yard fencing



Bellmore

Rehab decks–Verrazano-Narrows Bridge

Bohemia

Subway car components
Subway station rehabs

Holbrook

Substation and power projects

Brentwood

Power substation replacements

Farmingdale

Power–Harlem and Hudson lines

Hauppauge

Subway car components

Rockville Centre

Structural Work–Bronx-Whitestone Bridge

Syosset

Bridges work–Throgs Neck, Verrazano, RFK

Mineola

Harmon Shop rehabilitation

Nesconset

Tunnel and GCT infrastructure, East Side Access

Ronkonkoma

Subway car components

Lake Success

Upper-level Henry Hudson Bridge

Valley Stream

Fulton Street Transit Center

Roslyn

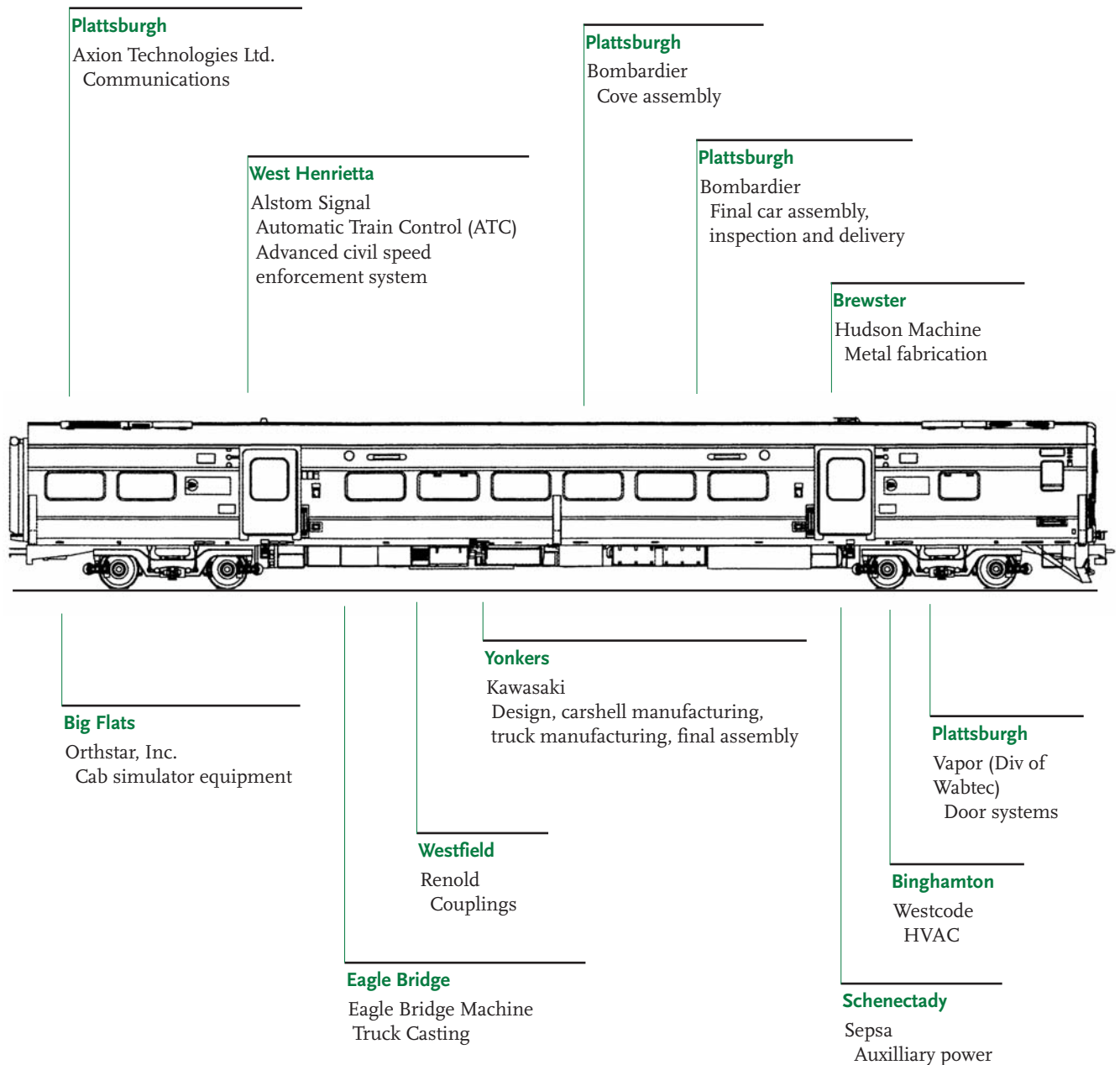
Structural work–Bronx-Whitestone Bridge

• Locations of companies that worked on MTA Capital projects in 2005-2009.

Getting it Done in New York

Rail Cars: A Statewide Group Effort

The MTA purchases commuter rail cars and car components for the Long Island Rail Road and Metro-North Railroad from multiple manufacturers in New York State.



New York City Region



MTA Capital Program 2005–2009

- \$8.2 Billion Capital Work
- 194,695 Jobs
- **\$24.5 Billion Economic Impact**

Select listing of work in the New York City Region for MTA Capital projects.

Bronx

Steel repairs–Verrazano-Narrows
 Station construction–Bleecker Street
 East Side Access–GCT concourse

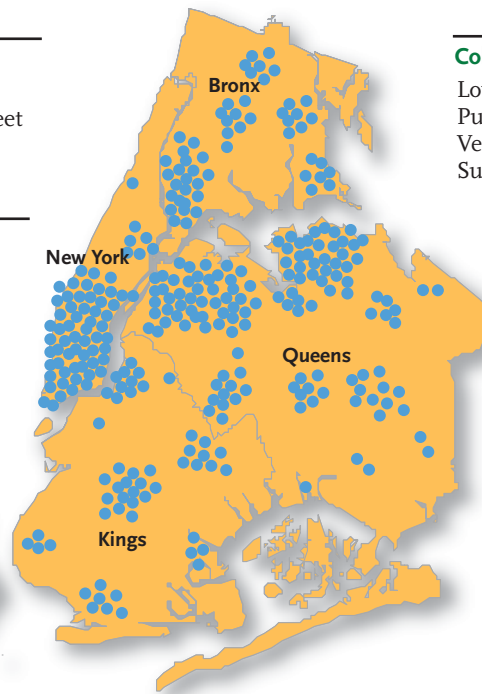
Brooklyn

East Side Access
 Subway station rehabs
 Fulton Street Transit Center
 Flood mitigation



Woodside, Queens

Bridge painting



Staten Island

Second Avenue Subway

Whitestone, Queens

Shops and yards

College Point, Queens

Lower deck–Henry Hudson Bridge
 Pumping facilities
 Ventilation plants
 Subway signal modernization–Lexington Ave

Flushing, Queens

Second Avenue Subway
 Bridge work–Bronx-Whitestone, RFK

Jamaica, Queens

Pumping facilities
 East Side Access

Long Island City, Queens

East Side Access bored infrastructure
 Subway line structure rehabs
 Environmental and safety

Maspeth, Queens

Deck work–multiple bridges

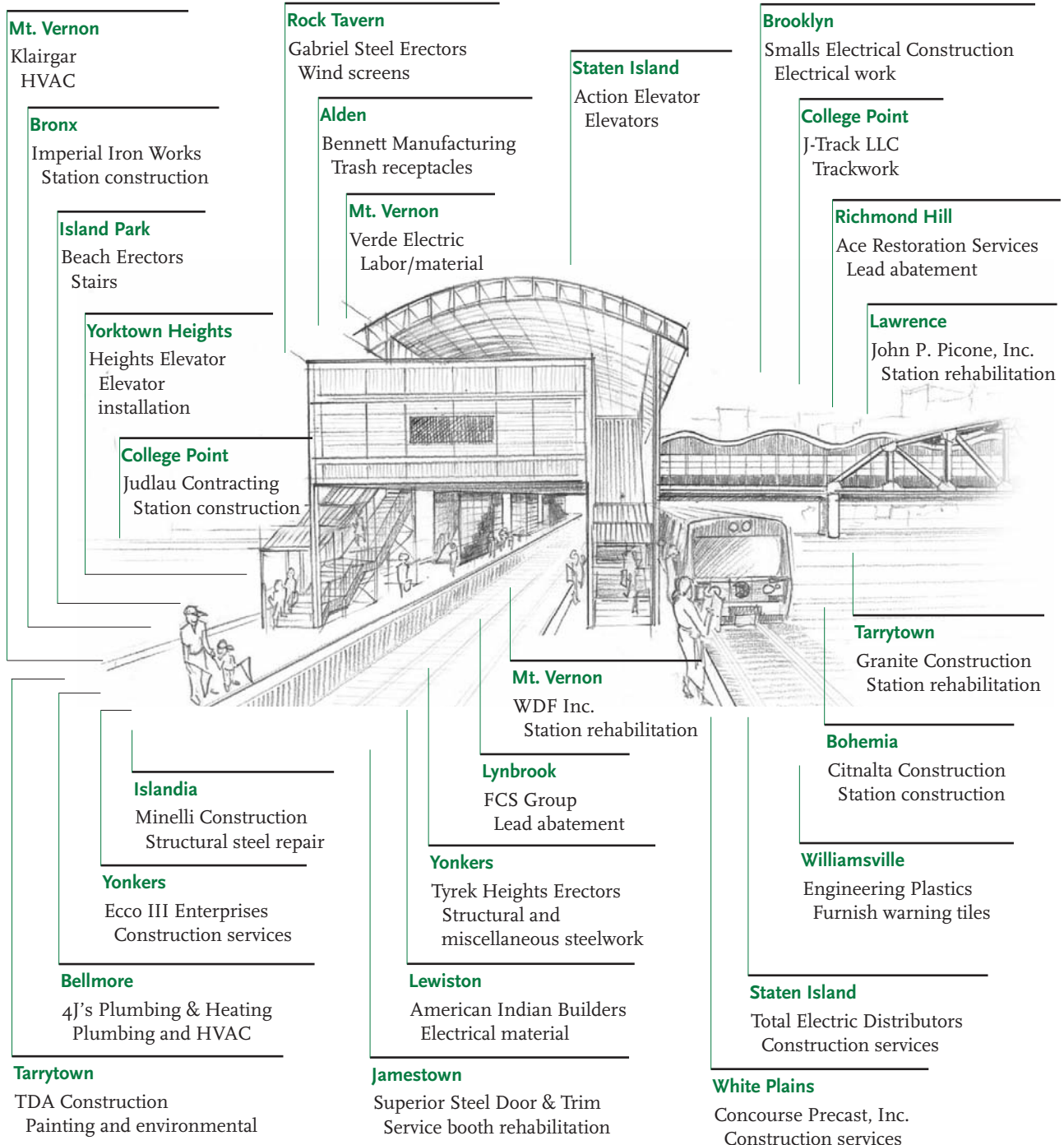
Manhattan

Harmon Shop master plan
 Subway station rehabs
 East Side Access–GCT concourse, tunnel excavation
 Subway signal improvements

• Locations of companies that worked on MTA Capital projects in 2005-2009.

Getting it Done in New York Where We Go to Fix Our Stations

The MTA is continuously investing in its 468 subway stations and 210 commuter rail stations and providing jobs to multiple contractors in New York State.



* Illustration representative of multiple station improvement projects.



Metropolitan Transportation Authority

www.mta.info