

Meeting the Challenges of Growth



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Past/Existing Growth

Ridership up 38% since 1996

- Up over 3 million a day from 5.2 million to 8.2 million
- Up over half a billion a year from 1.8 billion to 2.4 billion
- 30+/-% of all transit rides in U.S.
- More than next 10 systems combined
- In 3 days as many as Amtrak in one year
- In 10 weeks as many as domestic airlines/yr

Subway, Bus and Rail Service levels up across the Board

16% increase in bridge and tunnel crossings

- 900 k cars - 1.4 million people a day!



Causes/Reasons

- Changing demographics
- Introduction of MetroCard and EZ-Pass
 - Today's avg. fare \$1.30 is lower than \$1.50 in '95
- Dramatically Improved Service Reliability
 - LIRR up 70%
 - NYCT up 45%
 - MNR up 35%
- Significant Drop in Customer & Employee Injuries
- Creation of MTA Bus Co. (10th largest in nation)

Bottom Line: MTA is a major driver of both past and future regional growth



Where is the Region Heading?

A broad consensus on growth

- Population and jobs will continue to grow
- Immigration will continue to fuel growth
- The population will continue to age



Where is the Region Heading?

Past Travel Trends will continue and intensify

- Travel to Manhattan CBD
- Intra-borough travel
- Reverse commutation
- Intra-suburban travel
- Longer suburban to city trips
- More off-peak trips – travel peaks are spreading

Commuter Conformity Is Out for a Metro-North Majority

By WILLIAM NEUMAN

For the first time in the history of the Metro-North Railroad — a quintessential commuter link between the city and the leafy suburbs to the north — fewer than half of its riders are suburban commuters who take the train to Grand Central Terminal in the morning and head home at night, according to data compiled by the railroad.

Shifts in regional employment patterns and a sustained effort by the railroad to attract new types of riders and fill underused



Richard Lee for The New York Times

director of operations planning for the railroad.

That is down from 65.3 percent in 1984, the year after Metro-North took over commuter operations of Conrail in New York and Connecticut. The data does not include two smaller lines that Metro-North operates in Rockland and Orange Counties.

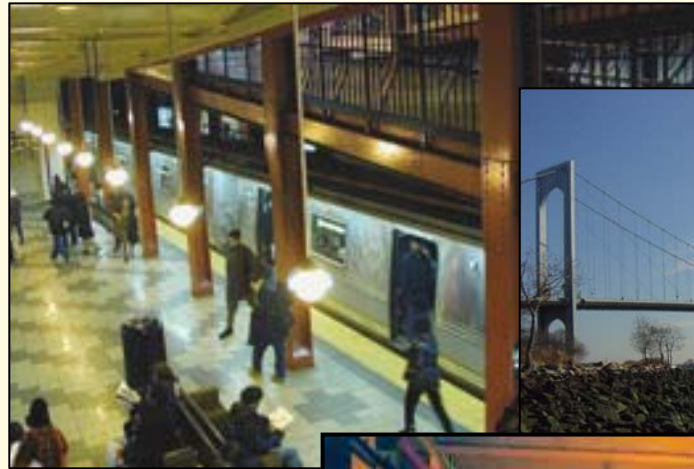
"It's kind of a benchmark that shows what has been building over the last several years and demonstrates the way the region is changing: more job growth in the suburbs and more diverse commuting patterns," said Christopher Lopez, vice president for



**What are we doing
to address the next round
of growth?**

Continue to Invest in Core Infrastructure

- 959 Subway Cars
- 299 Rail Cars
- 1,360 Buses
- 79 Station Rehabilitations
- 380 Miles of Track Renewal
- Power, Pumps and Signal Replacements
- Rehab/Replace Decks on 5 Bridges



Capacity Expansion Projects Second Avenue Subway



Capacity Expansion Projects East Side Access



Capacity Expansion Projects

#7 Extension



Capacity Expansion Projects South Ferry Station



Capacity Expansion Projects Fulton Street Transit Center



Changing Business Practices to Gird TODAY for Growth

- **Re-Assess** policies, procedures and practices
- **Re-Focus** existing strategies to address the changing regional dynamics
- **Re-Align** existing physical and financial resources to address needs
- **Re-Energize** one of the finest workforces in the nation to carry out these initiatives.



Changing Business Practices to Gird TODAY for Growth

- **Shared Services Initiative**
 - Human resources
 - Payroll
 - Financial
- **Blue Ribbon Construction Panel**
- **Organizational Assessment**



Changing Business Practices to Gird TODAY for Growth

- **Regional Transit Interoperability**
- **Regional Fares/Fare Collection**
- **Regional Bus Service**
- **Transit Oriented Development**
- **Employ New Technologies**
- **Aggressively Pursue BRT**
- **Improve Access to the Region's Airports**



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