

Delivering on Our Commitments



MTA Construction & Development
Year in Review & Strategic Plan
February 2026





Letter From the President

2025 was the most consequential year in the fairly short history of MTA Construction & Development (C&D).

One year ago, the MTA Capital Program faced major uncertainty. We had neither approval nor funding for the 2025-2029 Capital Plan. Congestion Relief had begun but was still in its infancy.

Addressing this uncertainty required answering some serious questions. Could we demonstrate that the transit system needed sustained investment? Would funding be available? Would Congestion Relief really work? And could we deliver on our promises to scale up investment rapidly to meet the need and to deliver better, faster, and cheaper—if the funds were available?

Thanks to the hard work of our 1,800+ strong C&D workforce and our partners across the MTA and beyond, over the past year we have been able to answer these questions with a resounding yes.

Yes, we proved to State leadership that transit was a necessary investment and yes, funding was made available. Drawing on our rigorous 20-Year Needs Assessment and equally thoughtful 2025-2029 Capital Plan proposal, under Governor Hochul's leadership, Albany stepped up yet again to fully fund the new plan. The Governor and our legislative leaders understood the vital role that the MTA plays in the lives of all those who live and work in the New York region and bought into the need to invest in things like renewed infrastructure, new railcars, greater accessibility, and more to keep it running.

Yes, Congestion Relief has been a smashing success. Since January 2025, traffic is down in the Central Business District; air quality and pedestrian traffic are up; and quality of life indicators like noise complaints have dramatically improved. It's also providing funding for the 2020-2024 Capital Plan, with more than \$5 billion in vital projects now in construction and more to come this year.

And yes, MTA C&D can deliver. Our \$15.8 billion in new construction commitments was the largest in MTA history and precisely the scale needed to meet our long-term goals. This was made possible by the organization we've built here at C&D. Thanks to smart use of Design-Build, innovative thinking about technology, and aggressive project management, vital projects like Second Avenue Subway Phase 2, signal modernization for the Fulton and Liberty [A](#) [C](#) lines, and design of the Interborough Express are set up for success.

Riders are seeing the impact of our improved delivery throughout the system. Forty-one elevator replacements more than doubled the prior MTA record and were completed an average of two months faster. Ninety-eight percent of customers used the OMNY Tap and Ride system as we completed it \$60 million under budget. Phase 1 of the Park Avenue Viaduct bridge reconstruction was completed 21 months ahead of schedule this fall without impacting a single Metro-North train.

All of these efforts added up to \$1.2 billion in savings across all stages of projects in 2025—and we're just getting started. The 2025-2029 Capital Plan is already 90%+ in design and we have more work to do as we continue to deliver better, faster, and cheaper.

A handwritten signature in black ink, appearing to read 'Jamie Torres-Springer'. The signature is fluid and stylized, with a large initial 'J' and 'T'.

Jamie Torres-Springer
President,
MTA Construction & Development

CONTENTS:

Year in Review

6 2025 Year in Review

Strategic Initiatives

18 Execute the Program

- 19 » Position 2025-2029 Projects for Success
- 28 » Contain Costs & Schedules
- 34 » Build Competitive, Diverse Capacity

38 Plan for the Future

- 39 » Advance Long-Range Planning
- 44 » Build In Sustainability & Resilience
- 48 » Leverage MTA Assets

52 Build the Organization

- 53 » Grow In-House Capacity
- 54 » Harness Data & Technology

56 Initiatives & Milestones



Jamaica Capacity Improvements Phase 2—a new bridge in Hall Interlocking, east of Jamaica LIRR station

YEAR IN REVIEW

MTA Construction & Development (C&D) was created in 2020 to deliver the MTA's Capital Program better, faster, and cheaper. We achieved success in identifying more than \$4 billion in capital savings since 2020. Those savings have gone directly back into the system: re-signaling more territory, preserving more of the hundreds of miles of track and structures, and making more stations ADA accessible.



In 2025, Governor Hochul and the New York State Legislature provided the financial backing to allow C&D to do even more. Implementing Congestion Relief in January 2025 unlocked billions of dollars for transit projects while improving air quality and traffic across the region. By fully funding the 2025-2029 Capital Plan, Albany made a historic investment in critical state-of-good-repair improvements systemwide.

C&D is delivering. We have already awarded more than \$5 billion in contracts enabled by Congestion Relief, and the 2025-2029 Capital Plan is well underway, with more than 90% of projects already in design or procurement. In 2025, C&D awarded a record-setting \$15.8 billion of new projects

and completed another \$6.7 billion of projects that tangibly improve the accessibility, reliability, and resilience of the system.

Our work is transforming the system. C&D's work has generated tangible benefits for riders. In the face of aging infrastructure in the MTA's century-old transit system, the behind-the-scenes state of good repair we do keeps

more than six million New Yorkers moving on a daily basis. Dozens of subway and railroad stations have been made ADA-accessible since 2020 and 41 more are in construction. Signal modernization—over 100 miles in construction—has increased on-time performance. We have implemented new technologies—from rolling out cell service in subways, to fully transitioning to Tap and Ride fare payment, to piloting modern, accessible fare gates—that improve the customer

experience. All of this comes at a time when the subways and railroads are setting records for on-time performance and service delivery.

We are planning for the future of transit in New York. We are laying the groundwork for transformational improvements: planning for signal modernization on remaining subway lines, addressing infrastructure bottlenecks that lead to delays, envisioning the stations of the future, and strengthening system resilience. We are also setting the stage for the next generation of system expansion—including the Interborough Express and the extension of the Second Avenue Subway to 125 St and beyond.

2025 Achievements

**A record setting
\$15.8B
in new contract awards**

- **Fulton Signal Modernization**
42 miles of CBTC—33% less costly
- **Station Accessibility**
10 new stations—\$22M under projections
- **Second Avenue Subway**
2.1 miles of new & refurbished tunnel—\$1.3B in design savings

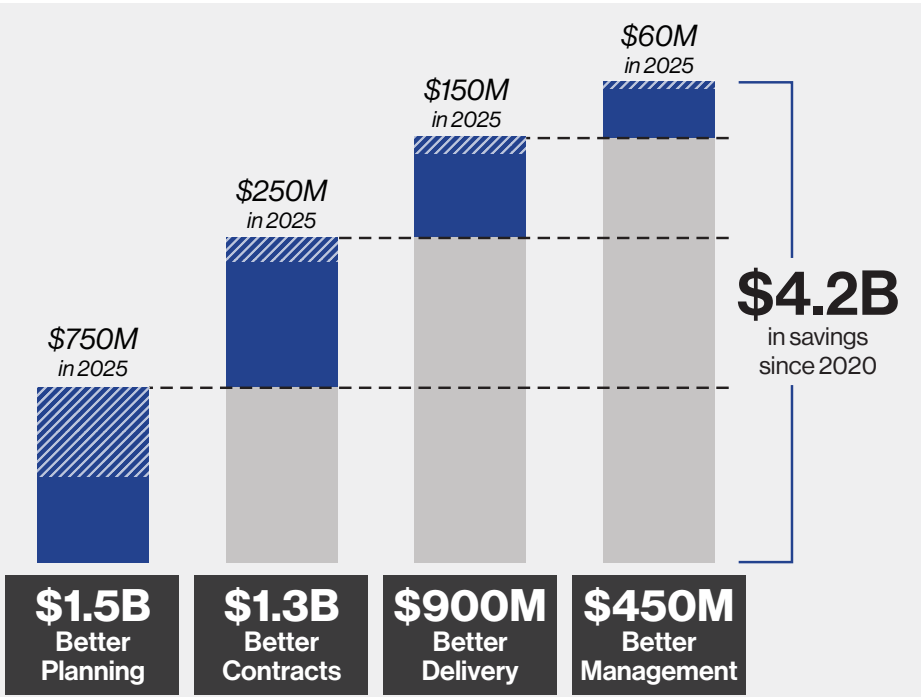
**A historic
\$6.7B
in project completions**

- **Elevator Modernization**
41 elevators replaced—double the previous MTA record and 2 months faster on average
- **OMNY Integration**
98% adoption—\$60M saved
- **Park Avenue Viaduct Replacement Phase 1**
21 months early—\$93M saved

**BETTER
FASTER
CHEAPER**

**\$1.2 billion
in savings
in 2025**

**\$3 billion
in savings
2020-2024**



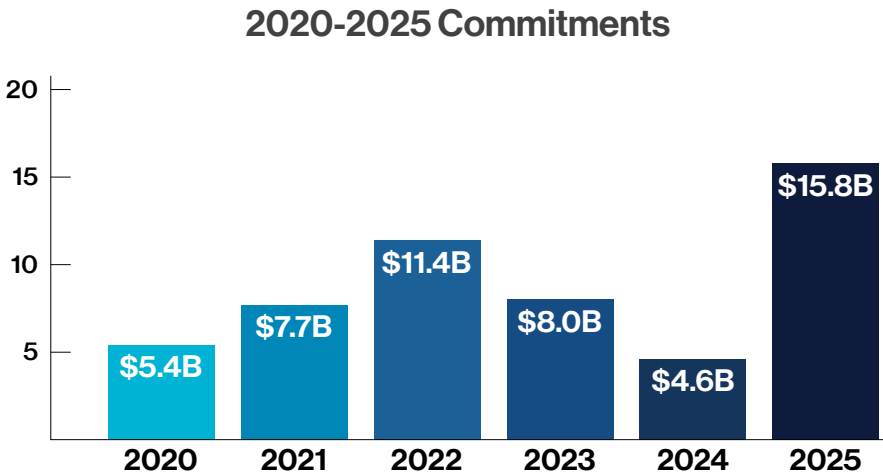
2025 Action		What's Next
Better Planning <i>Smarter design and more proactive planning</i>	• Implemented CBTC-centric design with limited legacy wayside equipment to cut per mile costs on Fulton CBTC by one third • Implemented smarter design and more proactive planning for a new 2 station ADA Package in the Bronx	• New bundling strategy • Project baselines and design review
Better Contracts <i>Simplified contracts and project bundling</i>	• Applied best value selection with 30% schedule savings using "A+B bidding" on Circuit Breaker House Rehab • Negotiated \$75 million in private contribution from JPMorganChase and Vornado to rebuild the Grand Central Train Shed	• New risk management approaches • New consultant strategy • Attracting competition in priority areas
Better Delivery <i>Innovation and accountability during construction</i>	• Optimized work on Verrazano-Narrows Rehabilitation, completed three months ahead of schedule, \$10 million under estimate, with 44% fewer outages • Centralized project management team across nine stations to complete Long Island Rail Road ADA Package 1 \$4 million under budget	• Innovative construction management techniques • New 'skin in the game' incentives for vendors
Better Management <i>Improved data and business approach to save on program-wide costs</i>	• Increased internal staff headcount to reduce reliance on and cost of consultants • Advanced insurance reform to improve safety and reduce claims on Second Avenue Subway	• Integrated Project Management Information System

Delivering a Historic Capital Program

C&D is executing projects at a pace and scale that meet the needs of the system.

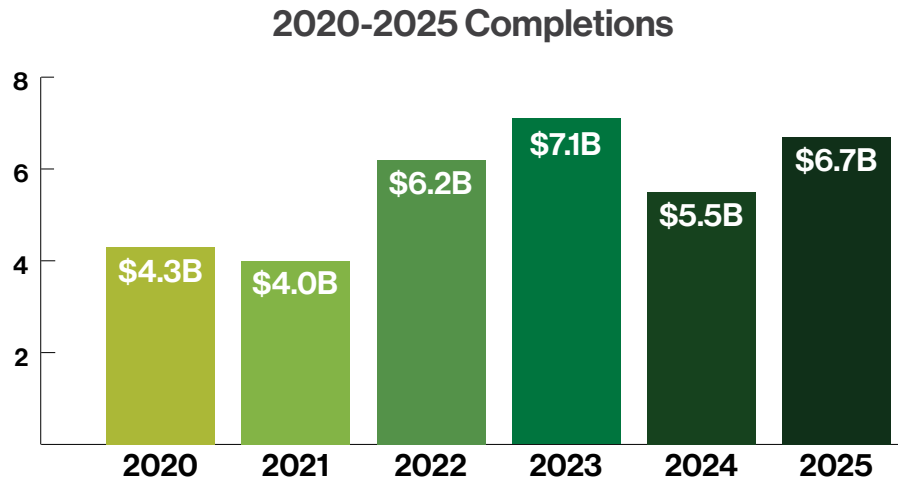
Commitments

Commitments value reflects the amount of work getting started—a key milestone resulting from dedicated efforts by C&D and partner operating agencies to identify asset needs, structure the right project, design and bundle the package of work, and draft the appropriate contracts. In 2025, these commitments include awards for Fulton and Liberty Ave Lines **A** **C** CBTC installation, West End Line **D** structure repairs, and the purchase of more than 800 new subways cars, 300 rail cars, and 350 buses.

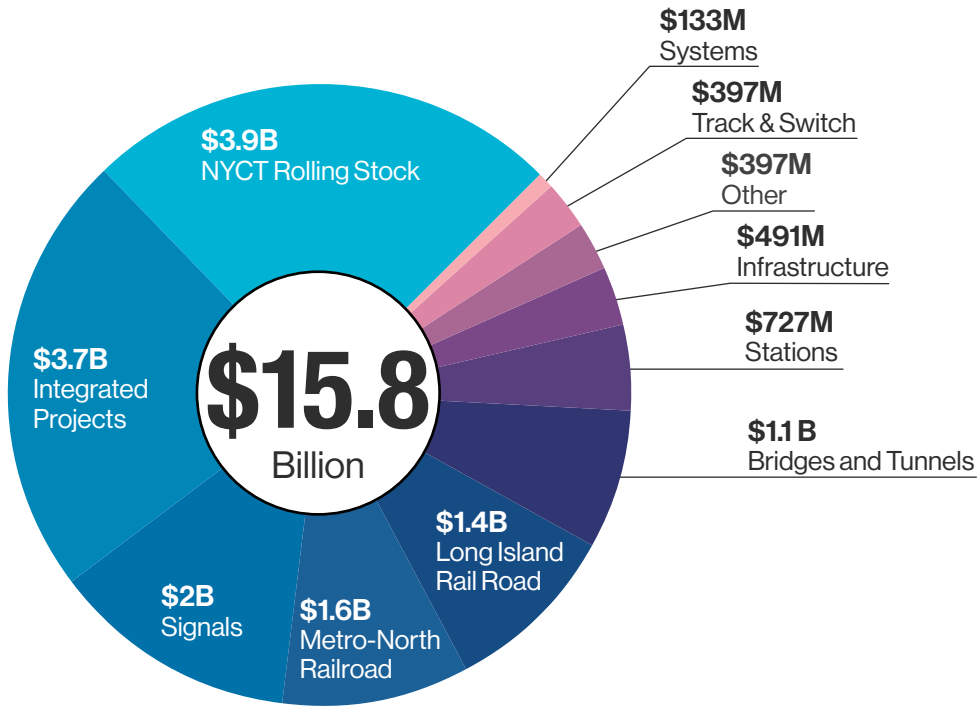


Completions

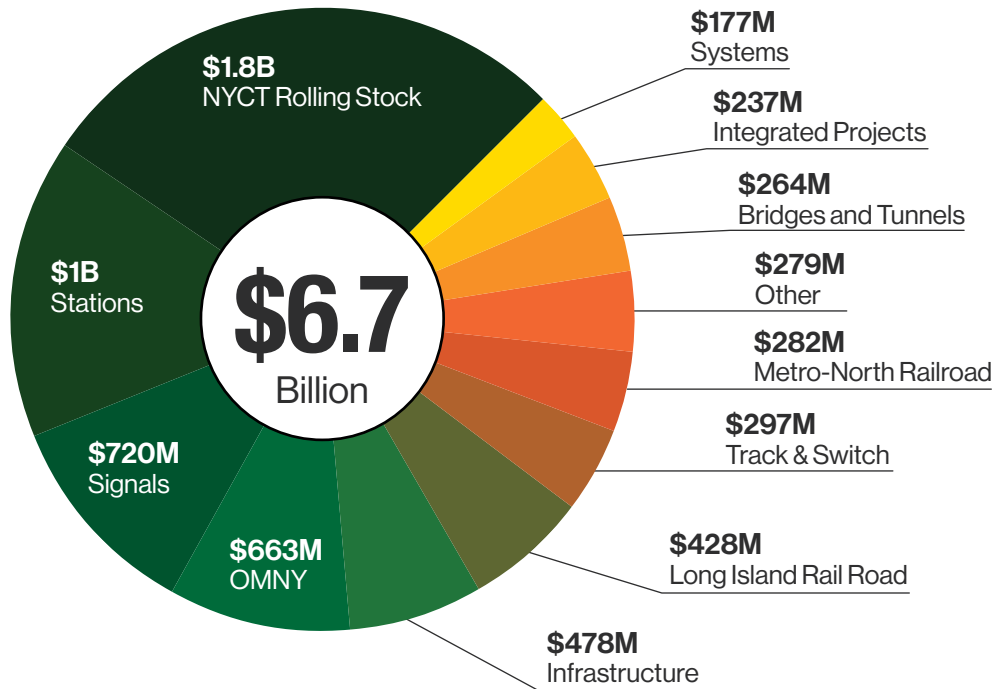
Completions reflect the value of projects that reached contractual completion. It can be a lagging indicator based on commitments from 4-6 years prior. In 2025, projects that reached substantial completion included completion of the transition to OMNY Tap and Ride, ADA upgrades on the subway and commuter rails, and the MTA's new railcar acceptance and testing facility in Brooklyn.



2025 Commitments



2025 Completions



Advancing Major Projects

C&D's is managing the region's largest, most complex efforts to deliver results for riders.



Signal Modernization

C&D continues the modernization of signaling with Communications-Based Train Control (CBTC). With an aging signal technology built over 100 years ago, the traditional fixed-block signals require urgent replacement. We have over 100 miles of the system funded for replacement through Congestion Relief funding, and C&D is using these funds more effectively than ever before. Prior CBTC projects averaged \$48 million per mile, but with a new-and-improved approach that reduces the need for expensive wayside equipment and maximizes the value of service outages, we cut that by 33% on the Fulton Line CBTC project awarded in 2025.



Rolling Stock

The MTA's new Rolling Stock Program Office was created to tackle challenges currently faced in the rolling stock industry and create new opportunities to enhance the competition, be a better owner, build a better product, and drive down total cost. In the 2025-2029 Capital Plan, we're making a generational investment in rolling stock. The MTA is improving the reliability of the country's largest fleet of rolling stock of all modes. With the planned procurement of 1,500 subway cars, 500 new railroad cars, and 2,500 new buses, this new fleet performance will be four times more reliable than the oldest trains that are in service.

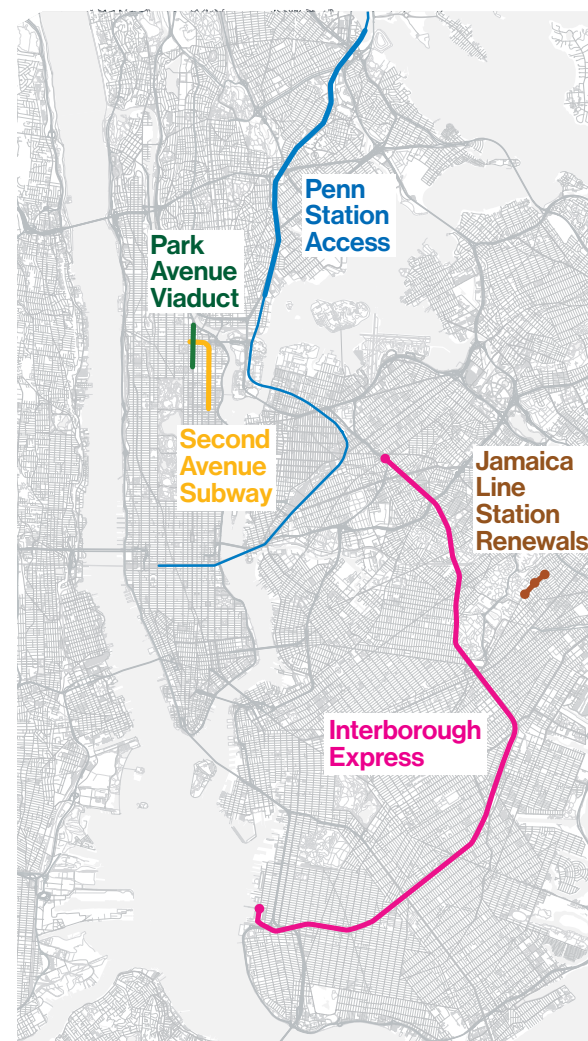


Tap and Ride (OMNY)

The transition from MetroCard to OMNY is now complete. After taking over management of the OMNY contract last year, C&D built out the technology so that riders can tap to pay, installed 980 new OMNY vending machines in all 472 subway stations, and removed the old MetroCard vending machines. Treating these tasks rightfully as the mega project that it is, we adjusted the contracts to incentivize our vendors to reach the right milestones and made technical innovations to accelerate the timeline. We completed the OMNY capital program on December 31, 2025—under budget with over \$60 million returned to the capital budget for more improvements to the system down the road.

Penn Station Access

Since the 1930s, trains have been passing through East Bronx neighborhoods without stopping. The Penn Station Access project will add four new stations in the East Bronx, serving 30,000 daily riders, and will now allow Metro-North's New Haven Line to reach Penn Station. To accommodate service, C&D will rebuild and upgrade dilapidated infrastructure, bringing new signal, power, and communication systems, in addition to building a new track. After delays predominantly due to Amtrak, we have worked with Metro-North Railroad to develop a plan that allows limited service to commence in 2027 while we complete construction on the full project. Parkchester/Van Nest station is already under construction, and temporary stations at Co-op City and Morris Park will be built beginning in 2026.



Second Avenue Subway Phase 2

With funding following the start of Congestion Relief, C&D has advanced the first two procurements for the Second Avenue Subway (SAS) Phase 2. In August, the MTA Board approved the award of the tunnel-boring contract, where we will use a state-of-the-art, 1.5-million-pound tunnel-boring machine to bore a new tunnel from 120 St to 125 St. This project incorporates key lessons learned from Phase 1. In Phase 2, we are only building what we need, advancing utility relocation and real estate acquisitions early to avoid surprises, and streamlining contracts. With a strong delivery strategy ahead, the project remains on track and on budget.

Park Avenue Viaduct

The Park Avenue Viaduct—a 130-year old structure carrying 98% of Metro-North riders—hit a major milestone in September 2025 with the completion of Phase 1, covering the portion of the structure between East 115 St and East 123 St. This included installing 128 bridges and replacing more than 8,200 track feet—all without disrupting Metro-North service. We completed Phase 1 work 21 months ahead of our planned schedule, putting us on track to complete the overall project 51 months ahead of schedule and \$93 million under the initial budget.

Jamaica Line Station Renewals

Three elevated **JZ** stations received major state-of-good-repair work, taking advantage of an existing track outage to “piggyback” additional projects and make the most of every change in service. These stations (all over 100 years old) received brand-new platforms, stairways, lighting, communications systems, windscreens, and artwork. By completing multiple projects during a single service outage, we're demonstrating how to get more done for less.

Interborough Express

The Interborough Express (IBX) is a 14-mile light rail line that will bring a transformative new rapid transit service from Bay Ridge, Brooklyn, to Jackson Heights, Queens. Connecting 17 different subway lines to serve an estimated 160,000 riders per day, The IBX will run along existing, lightly used freight tracks. C&D unlocked efficiencies including eliminating the number of bridges that need to be reconstructed while still prioritizing increased traveling speeds, higher ridership, and reduced construction cost and complexity. With the environmental review already underway, this project is made possible by funding from the 2025-2029 Capital Plan.

By the Numbers

C&D's work leads to real-world impact for riders.



168
Stations Where C&D is
Actively Working



107
CBTC Track Miles in
Active Construction

42
miles awarded in 2025

2
interlockings modernized in 2025



40
New ADA
Stations in Active
Construction



41
Elevators Replaced,
2 Months Faster



32
Escalators
Replaced



2
Miles of Tunnel
for SAS Phase 2
Awarded



813
New Subway Cars
Purchased



371
Standard and
Express Buses
Purchased



135,000
New Square Feet of
Jamaica Bus Depot Under
Construction



19
Stations Awarded for
Renewal Component Repair



316
New Railroad Cars
Purchased



25,000
Square Feet of New Railcar
Acceptance Facility
Completed



98%
Tap and Ride Adoption



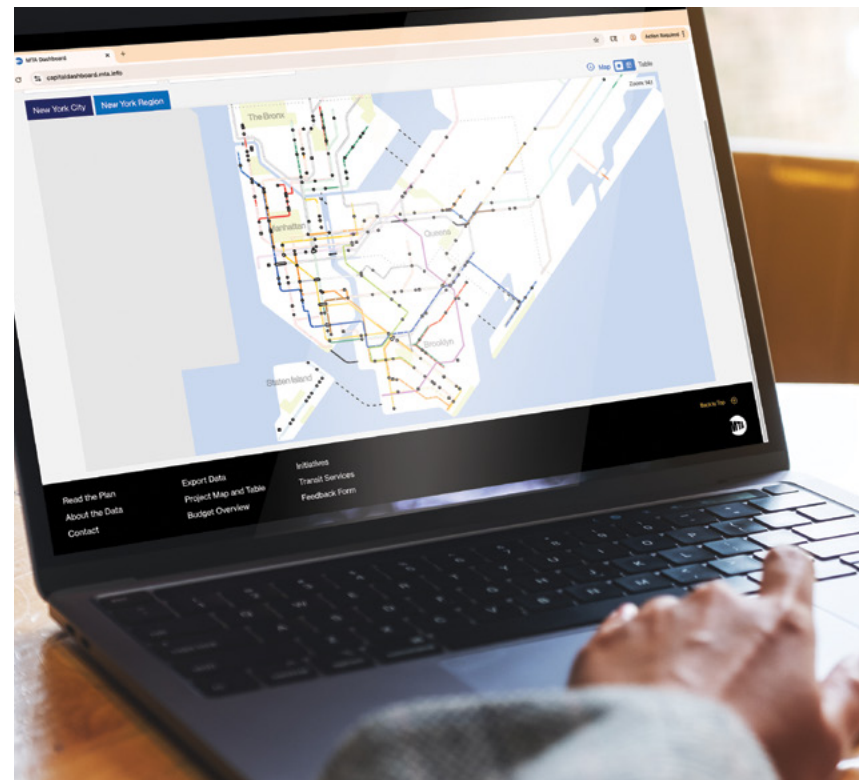
24,000
Feet of Subway Track
Replaced



1738
Units of Housing Unlocked with
Transit Oriented Development

More Transparency in How We Deliver

C&D is making it easier for the public to understand what we're building, how, and why.



Capital Program Dashboard

The MTA is already one of the most transparent government agencies in the state. In 2025, we overhauled our Capital Program Dashboard for the new 2025-2029 Capital Plan to increase our transparency. The new dashboard makes it easier to find and track capital projects more intuitively, orienting the dashboard around real-world projects in communities across the region. With enhanced functionality and user experience, the dashboard offers improved navigation, search, and filtering tools to help users better explore project information to help you find projects that matter to you most.

Public Engagement

Meaningful public engagement goes beyond checking a box—it plays a critical role in how projects move forward. For major construction projects, C&D proactively reaches out to surrounding communities to ensure residents and local businesses understand what to expect and have the opportunity to provide input through scoping meetings and town halls. Feedback from both residents and local stakeholders helps inform design, phasing, and mitigation strategies, strengthening overall project delivery and community trust.



This Week in MTA Construction

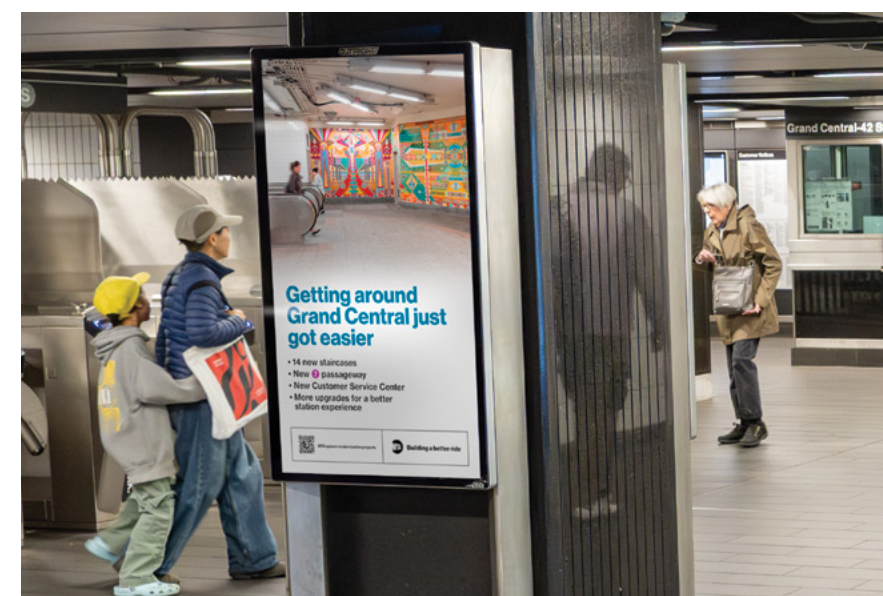
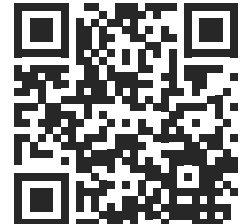
In January 2025, MTA C&D launched “This Week in MTA Construction,” a weekly newsletter that gives New Yorkers accessible, engaging updates on our agency’s mission to deliver capital projects better, faster, and cheaper. Now in its second year, the newsletter has found an audience among reporters, elected officials, transit enthusiasts, and riders who want to learn more about how construction projects impact their commute.

“This Week in MTA Construction” has highlighted megaprojects like the Second Avenue Subway Phase 2, ADA completions, state-of-good-repair projects, and everything in between—always paired with incredible visuals of the work from our team of in-house photographers. It reaches an audience of more than 5,500 subscribers—and counting—and has given New Yorkers more insight than ever into this agency’s work.



Use this link or scan the QR code to get *This Week in MTA Construction* delivered to your inbox.

Mta.info/thisweek



Station Signage

Construction in the transit system can be disruptive so it's important to keep riders informed of what is happening and when they can expect things to be back to normal. In-station signage is a critical component of our customer communications, and we are taking full advantage of digital screens and the construction barricades to better explain the basics and the benefits of each capital project.

Our Strategic Priorities

As we reflect on 2025 and plans for 2026 and beyond, these initiatives guide our work:

EXECUTE THE PROGRAM

The heart of C&D's mission is executing our capital program better, faster, and cheaper. In 2026, this means successfully launching the 2025-2029 Capital Program that was approved last year.

Position 2025-2029 Projects for Success

By using innovative delivery models and improving project selection and scoping, C&D is ready to successfully execute our historic capital program.

Contain Costs & Schedules

C&D is containing costs through initiatives at every stage of the project lifecycle, enhancing performance tracking, and delivering projects on time.

Build Competitive, Diverse Capacity

Delivering a historic amount of capital work requires a robust and deep bench of contractors. C&D is building capacity for small businesses and maximizing contracting opportunities for qualified, diverse firms.

PLAN FOR THE FUTURE

C&D is engaging in rigorous, intentional planning to ensure the MTA can continue serving millions of daily riders.

Advance Long-Range Planning

C&D is making sure the MTA stays ahead of the curve through strategic initiatives and long-term planning.

Build in Sustainability & Resilience

C&D is tackling climate change head-on, protecting our system from its effects, and advancing the MTA's leadership in greenhouse gas emissions reduction.

Leverage MTA Assets

C&D is undertaking strategic moves to leverage MTA assets to generate benefits for our system, and is working with cities and communities to foster transit-oriented development.

BUILD THE ORGANIZATION

C&D is a dynamic new agency that will innovate in the field and in our offices across the region.

Grow In-House Capacity

C&D is growing our organization to meet the ambitious mandate of our capital program and reduce reliance on external advisors.

Harness Data & Technology

C&D is streamlining operations within C&D and coordinating with the MTA's operating agencies to ensure seamless upfront planning and efficient project handovers.





A bridge replacement operation (BRO) on the Park Avenue Viaduct (PAV) project

EXECUTE THE PROGRAM

The heart of C&D's mission is executing our capital program better, faster, and cheaper. By streamlining capital program functions into one agency, we can learn from and replicate best practices as we manage and structure contracts and implement cost containment initiatives at scale. With the new 2025-2029 Capital Plan approved and fully funded, MTA C&D is pressing forward: 90% of the work has been initiated for scope and design.

Position 2025-2029 Projects for Success

The historic MTA Capital Program means we must deliver capital projects at an unprecedented scale. By using the right delivery models and bundling projects, C&D can get more work done.

Start projects the right way

Clear upfront planning is essential for better design, keeping costs under control, and avoiding delays. Establishing the right project scope from the start prevents costly changes down the line and ensures projects are adequately funded. C&D is reinforcing this approach through early design reviews that clarify project goals, deliverables, and success criteria before procurement. By addressing issues upfront and aligning user groups early, we improve predictability, transparency, and accountability throughout the project lifecycle.



8 Av steel repair on Manhattan's Upper West Side

Choose the right delivery model

Choosing the right approach to manage projects helps ensure better results. For projects where the details must be clearly defined upfront, C&D uses a version of Design-Bid-Build contracting that includes heavy budget and schedule incentives for contractors. For projects with more opportunities for innovation, Design-Build brings an integrated team of designers and contractors together from the start for greater collaboration. C&D has adopted advanced methods such as Public Private Partnerships (P3), Progressive Design-Build, and "A+B bidding," which weigh both cost and schedule in selecting contractors, to deliver projects better, faster, and cheaper.

Case Study

Design Review on ADA Package 7

The Package 7 project, including Bronx stations Kingsbridge Rd 4 and 167 St B D, is part of an MTA program to upgrade stations to be ADA compliant by adding elevators, stairs, and boarding areas. At Kingsbridge Rd, the initial design for one elevator required relocating a 36-inch water main. At 167 St, planned elevators near multiple infrastructure utilities risked causing traffic disruptions and impacts to nearby buildings. Approaching these projects like this would have been too expensive and too disruptive, so we asked the Design-Build teams to find other solutions.

At Kingsbridge Rd, the design was revised to leave the water main in place, and at 167 St, elevators were moved to the Grand Concourse expressway medians to avoid existing utilities and traffic impacts. By engaging contractors early and requesting design alternatives, we are moving forward with a project that will improve safety, minimize community disruptions, and save over \$15 million from original estimates.

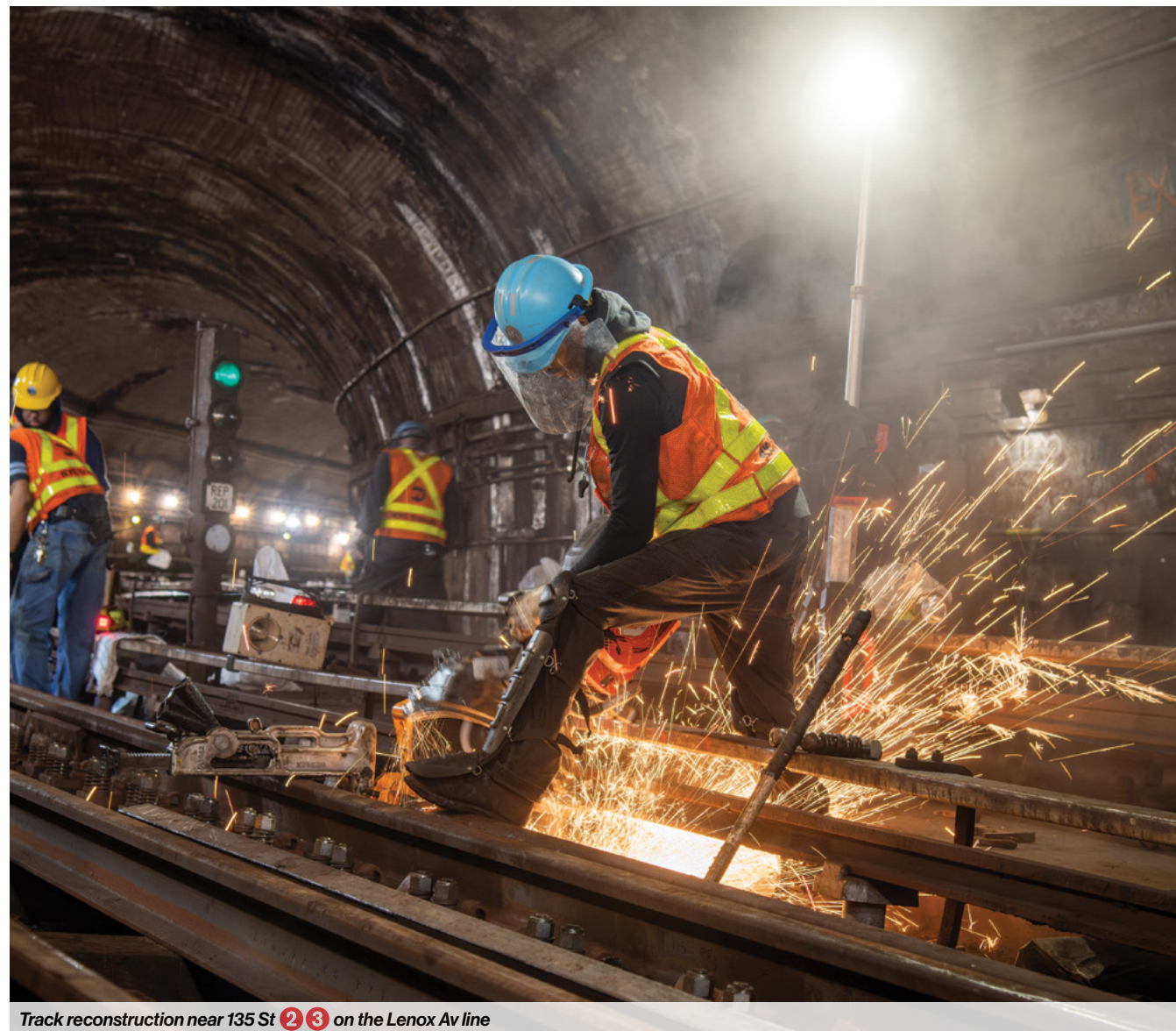
Bundle for scale and efficiency

Each year, much of the system's elevators, escalators, platforms, and other critical infrastructure need repairs or upgrades. To save money and reduce disruptions, C&D bundles similar projects so they can be tackled at the same time. For the 2025-2029 Capital Plan, we're refining this by focusing more on location, allowing us to address things like station improvements and tunnel repairs during the same service outage. If a station or track is closed for a day, we're getting as much work done as we possibly can.

Case Study

Lenox Line Bundle

Bundling projects together can achieve economies of scale and geography while streamlining project management. C&D is prioritizing the right projects and bundling them together to maximize construction synergies. Two of the priority ADA stations that we identified are on the Lenox Av **2 3** Line, at 110 St and 125 St. We're packaging them with the replacement of an existing elevator at 135 St that is now past its useful life. While we are working in this segment, we're also repairing columns, floors, walls, platform edges, and other components at 110 St, 116 St, 125 St, 135 St, and 148 St stations to update the power system and repair structural components across the whole line. By bundling these together, we can get a huge amount of work done all at once, making it more efficient and more cost effective.



Track reconstruction near 135 St **2 3** on the Lenox Av line



Substation Upgrades



STATE OF GOOD REPAIR

Elevators & Escalators

At the start of our last capital program, we faced a major challenge—a significant backlog of aging elevators and escalators that were overdue for replacement. Through bundling, we turned that challenge into one of our greatest success stories.

We successfully awarded projects to replace all 78 elevators and 66 escalators included in the last capital plan, a major step in modernizing our system and eliminating the backlog of outdated equipment.

In the current 2025-2029 Capital Program, we have shifted from catching up to staying current. With a 40% reduction in elevators and a 50% reduction in escalators that need to be replaced at the start of the 2020-2024 Capital Plan, C&D is now maintaining a normal replacement cycle.



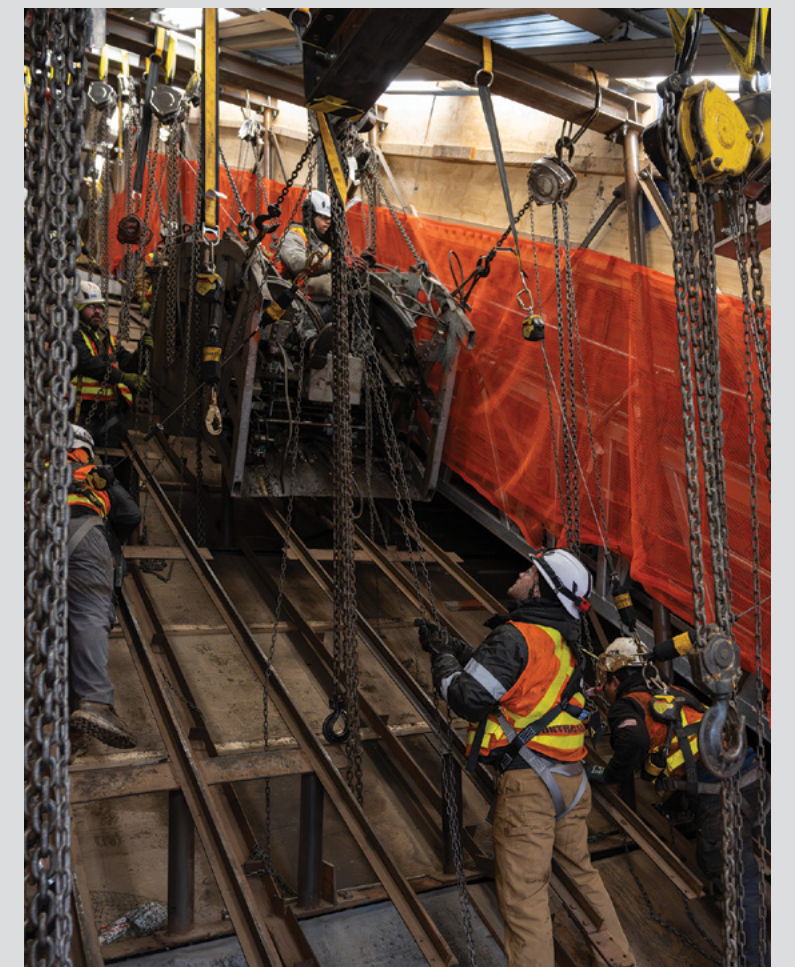
Optimizing performance

Over the last two years, C&D has shaved two months off the average elevator replacement timeline, all while actively working on more elevators than ever across the system.

Thanks to strategic planning, we aligned our capital investment strategy with a data-driven operating plan. In conjunction with New York City Transit, C&D launched an initiative to extend the life of escalators by five years by adding an extra overhaul the year before an escalator typically needs to be replaced. As a result, these assets are outperforming younger units, exceeding our reliability goals, and allowing us to defer the replacement of some escalators and reduce the pace of investment.

41 Elevators replaced in 2025, two times the MTA record

\$140M Saved by extending the useful life of escalators



New digital displays installed for the 8 Av CBTC project



MODERNIZING SIGNALS

Communications-Based Train Control (CBTC)

The train control system is essential for subway operation. It ensures the safe, efficient, and timely movement of trains by managing speed, spacing, and routing in real time. Our legacy track-based system dates back to the early 20th century and is increasingly challenging to maintain and unreliable. These “fixed-block signals” only detect the approximate location of trains—requiring the trains to run farther apart and at slower speeds to maintain a safe distance.

How do we modernize these aging signals? Through CBTC, we can optimize train movements by telling our Rail Control Center the exact location and speed of all trains, all the time. This allows trains to safely run faster and closer together, meaning more frequent and reliable service for our customers.

C&D is accelerating the pace of placing miles of track into CBTC service four times faster than previous decades. We are continuing to refine our technical approach to making the project better, faster, and cheaper using the **CBTC-Centric approach**:

- **Streamline the equipment itself to install it faster without compromising on safety**
- **Reduce the need for expensive wayside equipment**
- **Maximize value of outages**
- **Bundle projects as an economy-of-scale move**

RESULT: Recent CBTC projects—for Crosstown and Fulton/Liberty Lines—cost 33%-50% less.

We’re also tackling several key priorities to keep us ahead of the curve going forward:



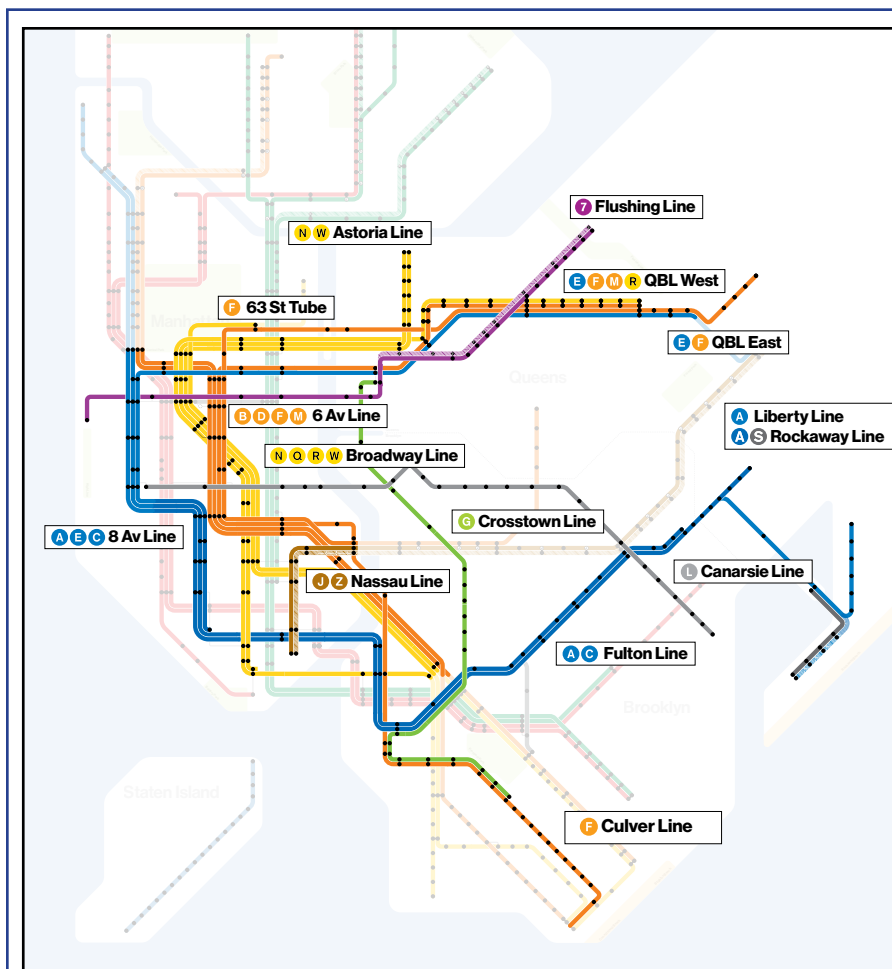
Equipping our work trains to work with CBTC, allowing us to cut back on wayside equipment



Leveraging CBTC to demonstrate the automatic regulation of train flow



Improving energy efficiency in train operations with Automatic Train Supervision



2025-2029 action:
Upgrade 75+ miles of subway signals

Overall CBTC Progress

Completed

- Flushing Line **F**
- Canarsie Line **L**
- Queens Blvd Line West **E F M R**
- Culver Line **F**

In Progress

- Queens Blvd Line East **E F**
- Crosstown **G**
- 8 Av **A C E**

Up Next

- Broadway Line **N Q R W**
- Nassau Line **J Z**
- Fulton Line **A C**
- Liberty & Rockaway **A S**
- 6 Av **B D F M** (& 63 St Tube)

ACCESSIBILITY INVESTMENT DELIVERED

ADA Stations Progress

In 2022, the MTA reached a historic settlement with accessibility advocates to provide ADA access at 95% of currently inaccessible stations by 2055. \$7.1 billion in the new 2025-2029 Capital Plan reaffirms our commitment to accessibility—one of the MTA's core values.

C&D is making unprecedented progress toward upgrading accessibility throughout the system by using innovative contracting methods like Design-Build and project bundling.

Since 2020, we've made 56 stations ADA accessible. In this capital plan, we will add new elevators or ramps to at least 60 more subway stations and at least six railroad stations. The MTA has delivered more ADA stations in the last five years than in the previous 10 years combined. And we've done it better, faster, and cheaper than ever before.



Installing an elevator frame at New Lots 3

ADA Project Highlights

Direct-To-Platform Elevators

ADA projects frequently have complex designs and can sometimes require outages that get in the way of our ability to provide customers with the service they rely on. During the design of the Woodhaven Blvd JZ station, we were able to simplify the process by designing elevators that rise directly from the street to the elevated platform level, instead of requiring complicated mezzanine-level connections. This design innovation saved \$40 million compared to the initial estimate and brought accessibility to a bustling commercial corridor. We're applying this innovation to 21 other stations, including Middletown Rd in the Bronx and Steinway St in Queens.

Increasing Competition

Like all developers facing thin supplier capacity, sourcing materials and equipment can be a challenge for the MTA. By structuring contracts through bundling and using alternative delivery models, a public-private partnership attracted additional elevator manufacturers to supply the MTA. We have also been able to attract more talented contractors and vendors to work in our system, bringing more competition that leads to savings across the system.

Improving Connectivity on Our Bridges

While transit remains the go-to method of travel for New Yorkers, micromobility (bikes and scooters, both shared and personal) has grown tremendously. This trend has created an opportunity for the MTA to reach deeper into communities that may not have a train station nearby and improve interborough access. The recent completion of the new shared-use path on the Robert F. Kennedy Bridge provides, for the first time, a continuous car-free path between Manhattan, the Bronx, and Randall's Island. During construction, C&D found a way to lower our carbon footprint by using sustainable concrete, reducing embodied carbon by 24%. We're proud to have delivered this project not only on time but also four months ahead of schedule.

Contain Costs & Schedules

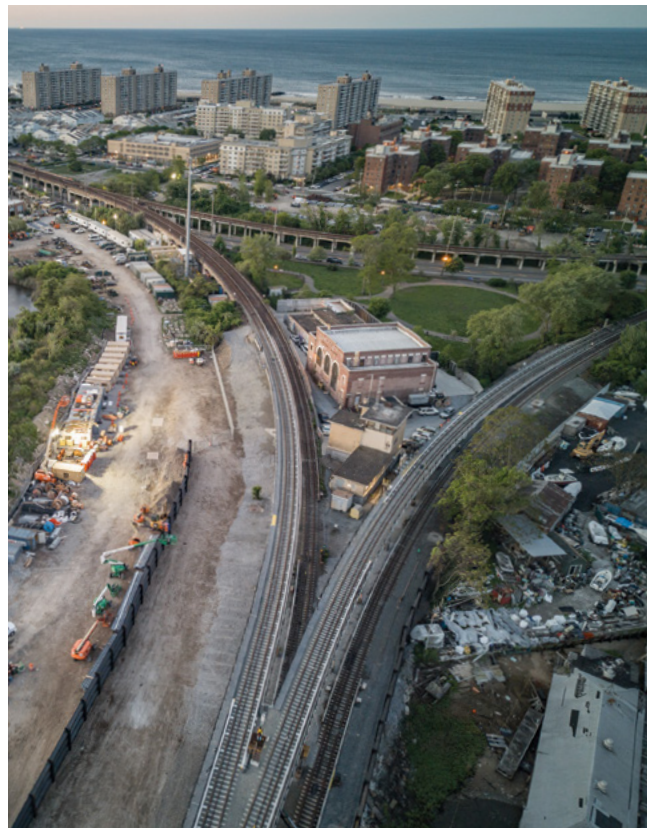
It's not just about getting projects out the door and completing them—containing cost is also essential to making the most out of every dollar invested in the transportation system. Through initiatives at every stage of project planning, development, contracting, and delivery, C&D is bringing costs down and completing projects on time, while delivering greater value.

Manage cost using data

Bringing cost information together across C&D gives teams a clearer view of how projects are performing. By using key performance indicators, highlighting projects delivered on time or under budget, and identifying unused funds from completed projects, we're able to increase our efficiency across the board. We'll also implement a new estimating platform in 2026 to further improve how cost estimates are tracked and reviewed across the program.

Make outages more productive

Beyond managing our contractors, cost-effective project delivery also means management of internal resources, including work trains, flaggers to support safe construction, and resources to support service outages. C&D is developing new tracking and management tools for MTA internal support resources to better plan, allocate, and monitor where support is needed for projects. We've also identified opportunities to streamline large outages by increasing coordination of stakeholders, like the Rockaway Resilience Project and Flushing Line outages.



Hammels Wye on the morning the Rockaway line reopened

Case Study

Rockaway Line Resiliency and Rehabilitation

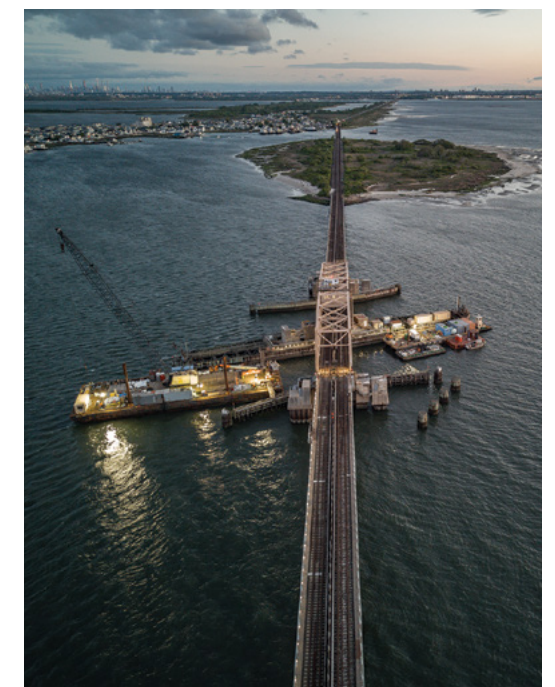
On May 19, 2025, the MTA welcomed back riders as service resumed to the Rockaways after a 17-week full shutdown of the 65-year-old, 1440-foot-long Hammels Wye Viaduct and South Channel Bridge. This was a major milestone in the Rockaway Resilience and Rehabilitation project—and was completed on time and on budget.

Rather than treating these two projects as separate efforts which would have threatened an even longer service disruption, C&D used a more effective delivery approach to maximize the full value of a complete shutdown. We combined the viaduct and bridge work into a single project, in close coordination with city agencies, allowing the project team to complete all major structural, track, systems, and resilience upgrades at one time.

As part of the rehabilitation of the viaducts crossing Broad Channel, C&D:

- Replaced 37 steel girders, each weighing 20,000 pounds
- Installed a new concrete deck, using 100 pre-cast concrete panels to cut construction time
- Reconstructed 1,500 feet of track and signal infrastructure
- Replaced 700 track ties
- Rebuilt more than 2,000 feet of third rail
- Constructed 900 feet of new wave barriers to protect the line from storm surges

This revitalized infrastructure makes **A S** train service more reliable daily and will ensure less disruption in the event of another storm like Superstorm Sandy.





Utility work near 96 St during the Second Avenue Subway Phase 1

Avoid delays by utilities and third parties

Given the complexity and density of the New York landscape, construction often requires coordination with other public and private stakeholders—from utility companies to adjacent landowners to other public entities. Often, third-party coordination poses risks and delays to projects. To address this, C&D has worked to establish early and regular coordination with partners, establishing liaisons to regularly communicate with utility companies and City, State, and federal agencies. C&D also works closely with the private sector, leveraging partnerships to accelerate MTA projects and support safe, adjacent private development work as required.

Case Study

Advanced Utility Relocation

During the first phase of the Second Avenue Subway project, unanticipated utility relocation led to 12 months of delays across 10 contracts. For Phase 2, we have positioned ourselves better with the Advanced Utility Relocation contract that addresses utilities first. By performing extensive geotechnical and invasive testing work to properly identify where the utilities are located, we can have them relocated before incurring actual construction costs. By incorporating lessons learned, this new approach will help prevent surprises and reduce risk of delays and change orders.



Rendering of utility lines detected under 2 Av

Improve incentives for contractors and engineering advisors

C&D relies on a deep pool of contractors and consultants to deliver a historic amount of capital work in the system. To ensure quality and performance, C&D has instituted performance-based incentives for designers, contractors, and construction management firms that tie payments to high-quality results. C&D has also overhauled its terms and conditions to be an 'owner of choice' for contractors. These changes better share risk and eliminate unnecessary burdens for contractors, attracting more competition and lowering prices. In 2026, we will focus on improving contracting for consultants responsible for design and project management activities.

Simplify what we build

Design specifications tell contractors what is needed for a project, but over time, they can become overly prescriptive and limit creative thinking. To fix this, C&D has shifted to performance-based specifications that focus on meeting project goals and delivering value. A new set of unified Project Requirements and Design Criteria (PRDC) has replaced outdated Master Specifications, and further simplifications are planned. C&D is also updating specifications to industry-standard Construction Specifications Institute (CSI) format to improve clarity and consistency. In 2026, C&D will expand this approach to create master PRDCs for Metro-North and Long Island Rail Road.

Case Study

Safer, by Design

C&D prioritizes safety at every stage of construction. Since 2020, our strong safety record has delivered significant insurance savings—\$400 million in OCIP placements—demonstrating the effectiveness of our work and our commitment to worker safety. To maintain and enhance safety, we track compliance through new dashboards, hold monthly safety management meetings, and provide ongoing training for our contracting and consulting partners. Frequent site inspections and audits by our safety team ensure our standards are met, while our ISO 45001 certification underscores our adherence to international best practices. This year, we are implementing a new safety program to further strengthen our safety culture and reinforce our priority of protecting everyone at every construction site.



Repainting the Verrazzano-Narrows Bridge

Aggressively control cost & schedule

Once a project is in construction, project teams must aggressively manage progress, identify risks, and ensure the project is on budget and on schedule. To strengthen project controls, C&D has built project controls leads within every business unit and implemented monthly performance reviews to increase accountability of project teams and accelerate decision making. These focused sessions provide clear visibility into contract budget, schedule, and change order activity, helping teams resolve issues and proactively address bottlenecks.

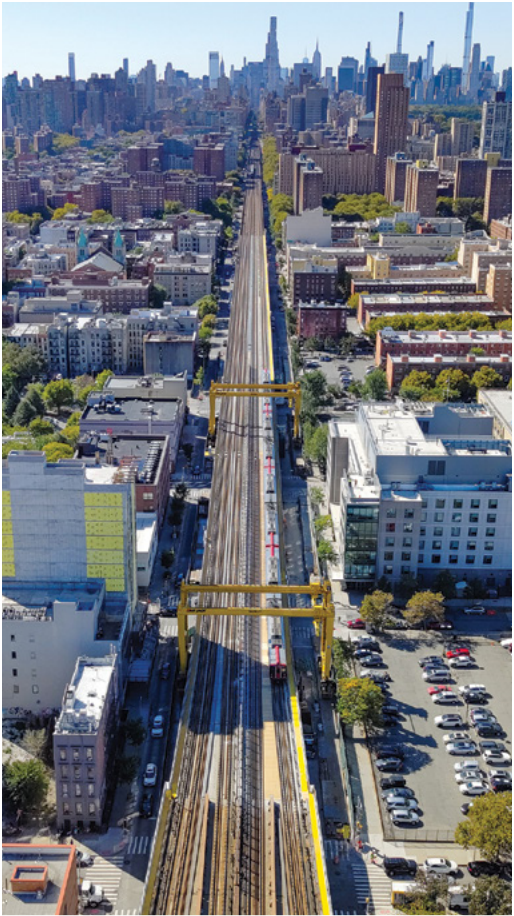
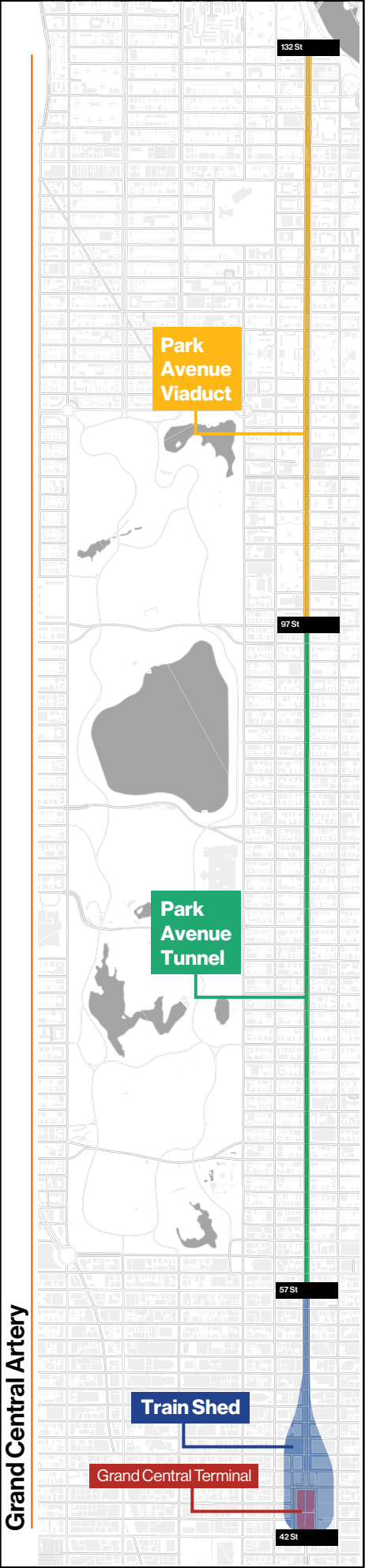
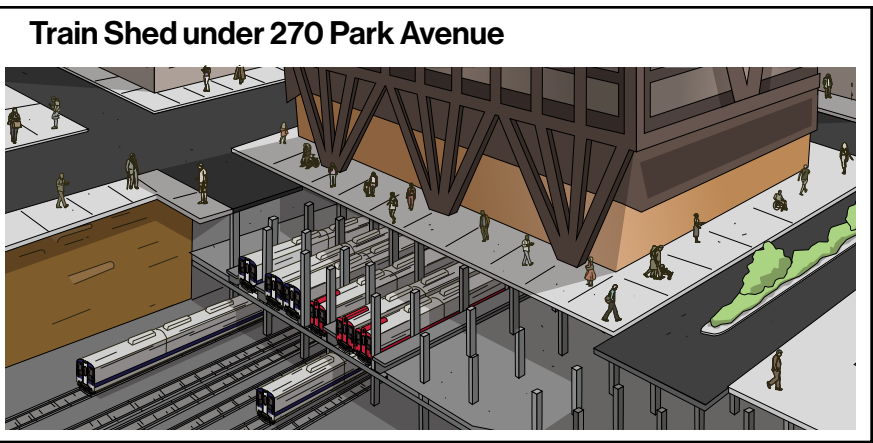
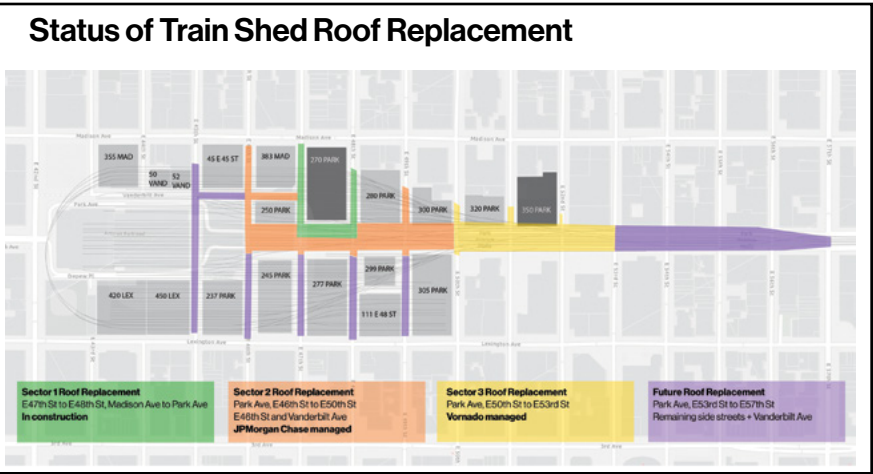
REBUILDING CRITICAL INFRASTRUCTURE

Grand Central Artery: Park Avenue Viaduct & Train Shed

An extensive program of much needed repairs has begun on the Grand Central Artery, the 4-mile stretch that carries 98% of Metro-North service to and from Midtown Manhattan over the Park Avenue Viaduct, the Park Avenue Tunnel and Grand Central Terminal and Train Shed.

The Train Shed, originally built in 1913, is a two-level structure underneath Park Avenue from 42nd Street to 57th Street where trains entering Grand Central Terminal are sorted to passenger platforms. Decades of water and salt infiltration have caused significant deterioration to the Train Shed's concrete and steel support structure. The MTA, working in partnership with JP Morgan Chase, is nearing completion of the first section (Sector 1) of the Train Shed from 47th Street to 48th Street. The rehabilitation work of Sector 1 occurred in tandem with the development of JPMorgan Chase's new headquarters at 270 Park Avenue. Effective project management resulted in Sector 1 of the Train Shed coming in \$20M under budget.

The MTA's successful partnership with JPMorgan Chase will extend to Sector 2 of the Train Shed rehabilitation work, planned for 46th Street to 50th Street. Sector 3 of the Train Shed, from 50th Street to 53rd Street, will likewise be carried out in partnership with Vornado Real Estate as they develop a new building at 350 Park Avenue. Together, the two corporate partners will be kicking in \$75 million to the vital rehabilitation of the GCT Train Shed.



PAV Phase 1 - Looking south from 123 St

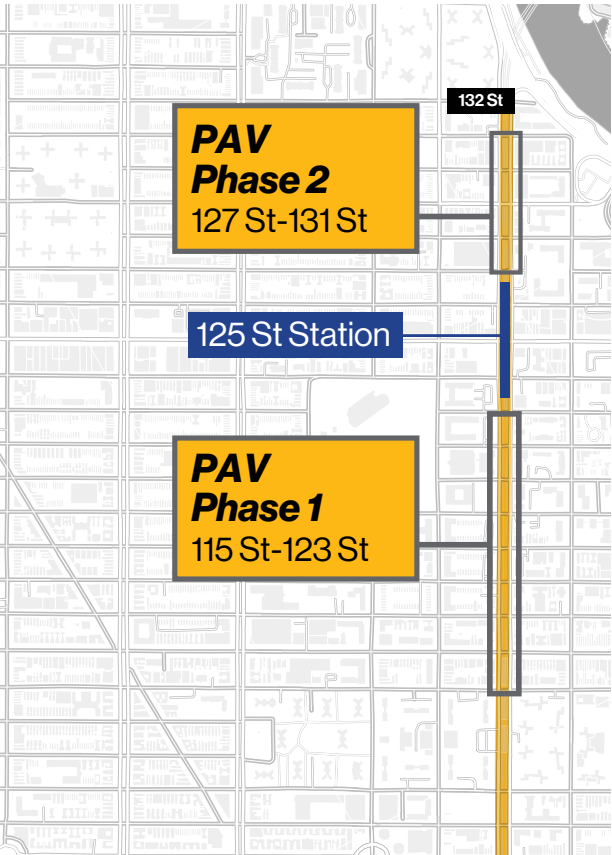


PAV Phase 2 - Looking south from 130 St

Since 2023, a comprehensive reconstruction of major sections of the Park Avenue Viaduct has been underway to prevent a critical failure of the structure that would prevent Metro-North trains from running, all while Metro-North continues to operate its service with record-setting on-time performance. The MTA is tackling this project in two phases: Phase 1 replaces the structure south of the Harlem-125 St station, from 115th Street to 123rd Street. Phase 2 covers the structure from 127th to 131st Streets.

Another great example of effective project management, C&D replaced an elevated, four-track railroad in 128 different sections that span more than eight city blocks, 21 months ahead of schedule. By switching to a Design-Build model, huge efficiencies were unlocked and these savings resulted in a head start on Phase 2 allowing it to now run concurrently with Phase 1. The project is expected to finish by Fall 2027, 51 months ahead of the original goal and \$93 million under budget.

Park Avenue Viaduct Phases



Build Competitive, Diverse Capacity

Fostering competition and diversity in C&D's contractor pools and labor force advances equity and creates a larger pool of diverse, qualified contractors and a labor force that can build projects in C&D's pipeline.

Be the owner of choice

Delivering on C&D's ambitious capital program requires a robust and deep pool of capable contractors. Key to this is attracting more competition to bid and execute on C&D projects—which not only grows our bench but also keeps costs competitive. To achieve this, C&D is committed to targeted industry outreach, sourcing projects of diverse sizes and scopes, improving the ease of the bidding process, and pursuing a more balanced annual procurement cycle so that contractors have more time to respond to requests, ultimately fostering more competition.



Installing upgraded lighting at the 242 St-Van Cortlandt Park 1 station

Enable diversity in contracting

C&D works closely with the MTA's Department of Diversity and Civil Rights to maximize contracting opportunities for diverse businesses. In 2025, the MTA was a top New York State agency in Minority- and Women-owned Business Enterprise (MWBE) expenditure, totaling \$542 million, or approximately one-third of State payments. For the fourth year in a row, the MTA exceeded the Governor's 30% target with 34% MWBE participation. Moreover, C&D contributed \$434 million for Disadvantaged Business Enterprise (DBE) firms and \$29 million for Service-Disabled Veteran-Owned Business (SDVOB) firms.

C&D continues to seek ways to create opportunities in its consulting and construction contracts, such as through discretionary solicitations to qualified MWBE, DBE, and SDVOB firms for design and engineering. In addition, we are committed to increasing diversity within our MWBE community so that contracting opportunities benefit all historically disadvantaged groups.

Case Study

Attracting Diverse Firms

To strengthen engagement with minority- and women-owned businesses, utilization credits are being used to encourage greater participation and subcontracting opportunities with diverse firms. By monitoring these efforts, the program helps increase participation while supporting broader goals of equity and inclusion, fostering a more competitive and diverse contracting community.



Soil boring and testing near what will be the 8 Av stop on the the Interborough Express

Support small businesses

C&D is committed to supporting the growth of small businesses—many owned by women or people of color. Through the Small Business Program, C&D helps to grow emerging contractors through classroom and on-the-job training, technical assistance, access to capital and bonding, and bidding opportunities. In 2025, C&D awarded over \$65 million of projects to firms in its three small business programs.

Going forward, C&D will take additional actions to support emerging diverse businesses: expanding the program with new participants, increasing the number of bidding opportunities made available, ensuring awards to diverse firms, and improving financing support for businesses in the program.

Hire and train locally

Besides contracting opportunities, C&D is ensuring project benefits accrue to the communities where projects take place through its local hiring pilot. MTA capital projects have created hundreds of jobs within the very communities they serve and injected millions of dollars in income and opportunities into areas that often struggle with limited resources. For projects in the pilot, goals are set so that 20% of the New York labor force on projects come from local or economically disadvantaged ZIP codes near the project site. C&D is also working with labor and training partners to launch pre-apprenticeship training opportunities to facilitate the hiring of local residents into well-paying union careers.

Case Study

Second Avenue Subway Phase 2

Through our local hiring goal, we are working hard to ensure that East Harlem residents benefit from every part of the project, including its economic impact. This project will generate job opportunities for hundreds of local residents, supporting the local Harlem neighborhood economy and ensuring our teams reflect the communities we serve. C&D has also included requirements in our contracts for the creation of paid internship programs for local City University of New York students to support project management and engineering, with priority given to students residing or studying in East Harlem.

TIMELINE OF MTA MEGAPROJECTS

2003
MTA Capital Construction Founded

7 Line Extension

Started 2007
Opened 2015

Extended the 7 Line 1.5 miles. As the first new subway station in 25 years and one of the deepest in the system, the project experienced delays due to the high level of customization required.



East Side Access and Grand Central Madison

Started 2001
Opened 2023

Relied on Design-Bid-Build with many separate contracts and coordination issues led to delays. Before the creation of C&D, multi-contract projects lacked clear accountability for cost, schedule, and scope.



LIRR 3rd Track

Started 2019
Opened 2022

Implemented key C&D innovations such as awarding a bundled Design-Build contract, defining the right scope, and keeping project teams accountable resulted in delivering this project on time and **\$100M** under budget.



Interborough Express

Started 2025

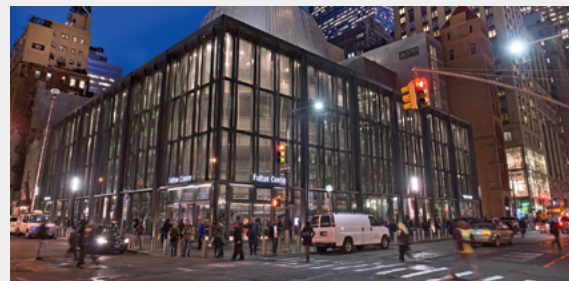
By advancing preliminary engineering early, we reduced required bridge reconstructions and identified stations where a single center platform can replace two side platforms, lowering costs.



Fulton Transit Center

Started 2005
Completed 2014

Integrated five subway stations serving nine lines and received the city's first LEED certification given to a station for its environmentally friendly design.



Second Avenue Subway Phase 1

Started 2007
Opened 2017

Delivered the largest subway expansion project in 50 years. However, 10 contracts were awarded that divided authority, made management and accountability difficult, and faced unanticipated utility relocation that led to months of delays.



Penn Station LIRR Concourse

Started 2019
Completed 2023

Collaborated between the project team and its stakeholders to allow the project to complete on time and on budget with minimal impact to customer service.



Penn Station Access

Started 2022

Used integrated Design-Build delivery, bundling track, bridge, and signal work in a single program to streamline coordination, reducing change orders, and minimizing outages.



Second Avenue Subway Phase 2

Started 2024

Applied lessons learned from Phase 1 like early utility relocation, real estate acquisition, and consolidated contracts, to only build what we need, saving **\$500M** just by reusing existing tunnels.



In Development

- » **125 St Subway West**
- » **Jamaica Station**



Building a bridge over the Bronx River for the Penn Station Access project

PLAN FOR THE FUTURE

C&D is making sure the MTA stays ahead of the curve through strategic initiatives and long-term planning.

The creation of C&D integrated capital planning across the MTA allows us to better prioritize and meet critical goals. From sustaining capital investment in the system to meeting the needs of climate change, C&D is ensuring our transportation system will thrive through the 21st century and beyond.

Advance Long-Range Planning

To meet the changing needs of our riders, C&D undertakes rigorous, intentional planning. A successful capital program ensures the MTA can continue to serve millions of daily riders across the vast system of buses, subways, commuter rail, tunnels, and bridges.

Envision the next generation of investment in State of Good Repair

C&D has been developing the next slate of critical transit investments for New York—first by diligently documenting the condition of our six million assets into a comprehensive 2025-2044 Needs Assessment and then prioritizing the system's needs. The fully funded 2025-2029 Capital Plan is a result of that work—a strategic set of investments that are the most critical to address in the next five years.

Building on this foundation, C&D is creating long-term investment strategies for critical asset groups, including signal modernization on the remaining subway lines, telecommunications network, power systems, and shops and yards, laying the groundwork for the next generation of transformative capital investments in the region

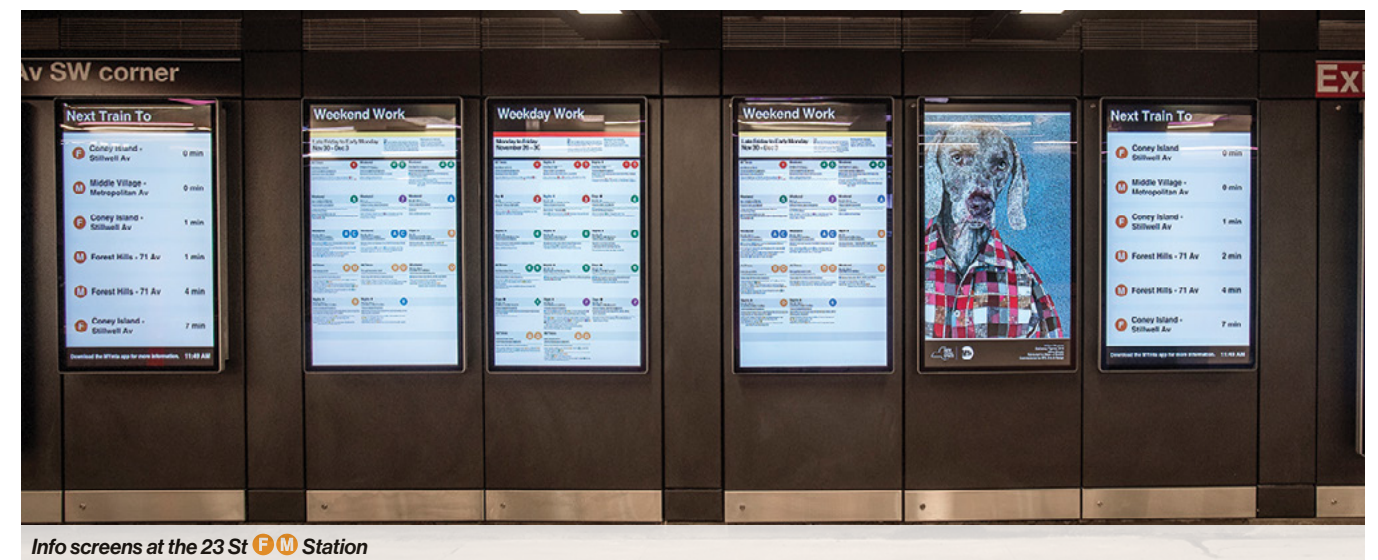
Case Study

A-Division CBTC Strategy

C&D is developing a strategy to bring CBTC to the rest of the A-Division (the numbered subway lines), modernizing signals that are decades past their useful life. This involves a few key factors:

- Picking the right corridors to start this work based on asset age, performance, and current operations among others. This must be done collaboratively with New York City Transit.
- Equipping new R262 railcars with carborne CBTC equipment post-procurement, building on lessons learned from the B-Division's (the lettered subway lines) R211 fleet.
- Identifying the right strategy for delivering these projects given the size of the A-Division, the vendor base, and lessons learned from our recent CBTC projects.

By building on our expertise to deliver these complex megaprojects, we're modernizing some of the highest ridership lines and leveraging the purchase of A-Division cars in the 2025-2029 plan to deliver better service.



Info screens at the 23 St F/M Station

Next-Generation Fare Gates

Modern fare gates will help speed up entry and exit time, provide wayfinding, deter fare evasion, and improve accessibility for those with mobility devices, strollers, luggage, and bicycles.

C&D and New York City Transit are testing three gate designs from three global vendors at 20 stations. Millions of people have already used a new gate, and more are making their ways through them every day.

After one or more vendors are selected, the MTA will install the new fare gates at 150 stations in all five boroughs. These stations will be selected based on ridership, fare evasion rates, accessibility needs, and access to other transit lines. With funding from the 2025-2029 Capital Plan, stations serving 75% of riders will be equipped with modern fare gates.

Project benefits

- Better accessibility for customers with mobility aids, suitcases, strollers, and other bulky objects
- Faster entry and exit to subway stations
- Increased fare compliance
- Enhanced data for better operational planning



New fare gates at Atlantic Av-Barclays Center Station 2 3 4 5 B D N R Q

Envisioning The Station of The Future

Beyond keeping stations in good repair, C&D is defining a clear vision for the Station of the Future. This work brings together better design, clearer customer information, and modern technology to improve the passenger experience, make stations easier to maintain, and strengthen resilience.



Renovated 167 St B D station

How Stations Look, Feel, and Function

Whether through our major station renewal projects, more targeted station component work, increased capacity and capability of MTA in-house capital work teams, or through projects funded by private partnerships, we aim to enact a new model for how stations will look, feel, and function in the future.

Clearer, More Reliable Communication

Beginning in 2026, C&D will pilot and evaluate next-generation station technology focused on customer communications. The aim is simple: clear, consistent information across all screens, audio, and devices. Riders should see and hear the same messages wherever they are, whether checking train arrivals, service changes, or wayfinding. What we learn from these pilots will guide future investments.

Smarter Technology That Works Together

C&D is developing a strategic vision for station systems. This includes modern fare gates, real-time information displays, and intelligent video to support crowd management and safety. Behind the scenes, many interconnected systems must work together. All of this technology comes together in the station's communications room, supported by miles of fiber and copper networks. C&D is undertaking a study to ensure these critical backbones remain resilient and adaptable to new technologies.

Advance regional planning

C&D is establishing a structured approach for consistent and transparent project evaluations to support regional planning efforts. By conducting the Regional Rail Network Strategy Study, we can streamline assessments, save time and resources, and ensure capital projects are better aligned with the agency's strategic priorities.

Case Study

Regional Rail Network Strategy Study

Regional Planning is taking a comprehensive look at our regional rail network to better understand the needs, constraints, and opportunities to leverage the network through targeted improvements. We're developing strategies that build on the improvement opportunities identified in the 20-Year Needs Assessment. Where warranted, action plans will be developed and carefully coordinated with programmed investments.

The Ronkonkoma East Modernization Study is one of three projects that are part of RRNS. The project will perform an environmental review and analyze current and projected sociodemographic growth within the project study area. This will help C&D evaluate the feasibility of double-tracking portions of the Long Island Rail Road Ronkonkoma Branch and identify the infrastructure improvements needed to support the investment. Additional studies focus on a potential extension of Metro-North's Hudson Line to Penn Station and improvements to the Poughkeepsie Yard to expand capacity. The findings will inform whether and how future investments can deliver more reliable service and a better experience for our riders.



A new dual-mode locomotive on Metro-North's Hudson Line

Modernize planning tools

C&D is focused on enhancing tools and workflows to support more effective planning and project management. This includes creating a new dashboard for improved tracking, integrating Enterprise Asset Management (EAM) and enhancing inspection processes for timely, accurate data to inform decision making.

Advance promising projects

As part of the 20-Year-Needs Assessment, C&D conducted its first Comparative Evaluation, a transparent method to evaluate potential expansion projects for prioritization based on criteria such as cost-effectiveness, equity, and resilience. Delivering on our commitments, C&D is advancing on these projects, including undertaking environmental review for the Interborough Express and launching the preliminary design process for the continued extension of the Second Avenue Subway crosstown on 125 St, and other promising planning projects such as reconstruction of the Grand Central Artery and renovating multiple stations on the Metro-North Harlem line.



Build in Sustainability & Resilience

Climate change is no longer a distant threat. It is already impacting our region with more frequent and severe storms, flooding, and heat events. For the MTA, resilience is not optional; it is essential to keep New York moving. Our transit system powers one of the world's largest economies and prevents millions of tons of carbon emissions annually, but its ability to deliver these benefits depends on proactive planning. Through the Climate Roadmap and Hazard Mapping, C&D is embedding resilience into every stage of project development—anticipating risks, hardening infrastructure, and ensuring continuity of service. Investing in resilient transit today safeguards the region's sustainability and economic vitality for decades to come.



Flooding on 4 Av in Brooklyn near the Union St  Station

Adapt the system to climate change and support emissions reductions

C&D is advancing climate sustainability initiatives to reduce the MTA's own greenhouse gas emissions without compromising the safety, affordability, and reliability of MTA services. C&D released the first agencywide Sustainability Framework in 2023—committing to reducing the MTA's greenhouse gas emissions by 85% by 2040. We are keeping our promise on climate resilience by making meaningful investments to modernize facilities, expand our electric fleet, and use energy efficiently. In 2024, C&D released a Climate Resilience Roadmap, laying out a series of actions that will guide future capital investments. Significant investments related to climate resiliency are included in the 2025-2029 Capital Program, including protecting 20 miles of the Hudson Line that are most vulnerable to sea-level rise and stormwater runoff.

Case Study

MTA Climate Hazard Exposure App

Around Earth Day, the C&D Climate Resilience Planning team released a beta version of an internal mapping tool focused on climate-related hazard considerations. The tool is intended to support project planning discussions by bringing together available hazard and asset information in one place, helping staff consider how climate conditions may affect assets over time.

Users can explore specific locations and assets to view potential current and future exposure. The beta version currently includes coastal flood data layers, with additional data and functionality, such as high-tide and inland rainfall-related flooding, under development as the tool continues to be refined.

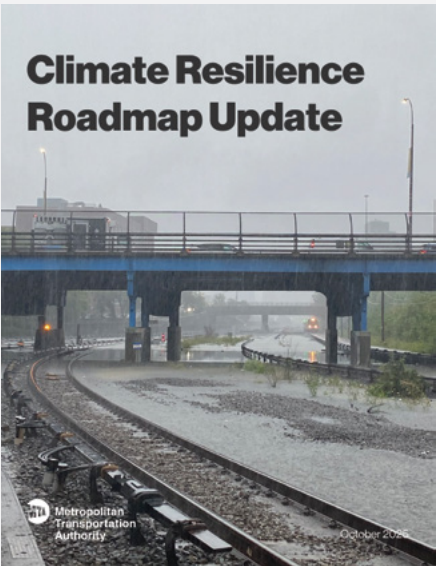


Repairing MNR's Hudson Line after a coastal flooding event

CLIMATE RESILIENCE ROADMAP UPDATE

With leadership from C&D's Climate Planning Division, the MTA is working to protect the transit system from ever-increasing extreme weather events. To commemorate the 13th anniversary of Superstorm Sandy's arrival in New York, in fall 2025, we released an update to the Climate Resilience Roadmap that outlines nine interagency climate resilience actions for New York City.

In addition to highlighting the \$1.4 billion capital investment in subway stations and on the railroads in the 2025-2029 Capital Plan, the report calls out high-impact solutions that require action from government partners across the region.



Vent covers protect our infrastructure from street level flooding

Heavy Rain

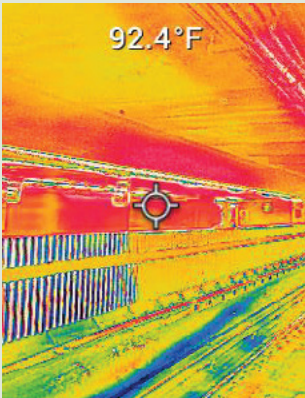
Stormwater mitigation projects recently completed or underway:

- New elevated steps across more than 45 flood-prone subway stations and launched an initiative to elevate vents at more than 30 locations
- Stormwater retention and detention at 3 Av-138 St 6
- New storm sewer drain system at Staten Island Railway's historically flood-prone Prince's Bay Station



Coastal Flooding

In Summer 2025, the MTA completed coastal surge protections on the Rockaway Line as part of a comprehensive \$393 million project. In addition to repairs to the Rockaway and Hammels Wye Viaducts, which carry A and S trains to the Rockaways, the South Channel Bridge's mechanical and electrical components were overhauled. The Line's tracks also received new, 12-foot wave barriers and erosion protection to reduce debris impacts during storm surges.



Extreme Heat

We're advancing cost-effective projects to mitigate extreme heat within underground subway stations in New York City, including:

- Installing platform fans in older stations such as Christopher St – Stonewall 1 and Chambers St 1 2 3
- Piloting cooling initiatives in stations to improve rider comfort, including working with Con Edison on a waste heat transfer system at 47-50 Sts—Rockefeller Center and exploring high-efficiency radiant cooling systems
- Painting exposed sections of rail white to reduce temperature-related track issues

Leverage MTA Assets

We help to leverage the MTA's physical assets to provide greater amenities and generate revenue for the MTA. C&D is working with the private sector to integrate technology into our existing assets and with communities to improve access and convenience to transit.

Increase density around transit

C&D's Transit-Oriented Development (TOD) team collaborates with property owners and municipalities across the region to promote development around transit stations. Our focus extends beyond MTA-controlled real estate and considers a more holistic approach to the rider experience. We establish and promote long-term strategies for regional growth and help to implement site-specific and neighborhood improvements. This includes working with public agencies to help plan areas around stations and leveraging new developments to gain privately-funded system improvements.

Case Study

125 St Rezoning

C&D is focused on ensuring New York City and suburban communities in our region with excellent MTA transit access take full advantage of those opportunities. C&D is implementing a targeted approach to unlock more housing on select MTA-owned sites in conjunction with the construction of the Second Avenue Subway. In advance of future housing development above the new 125 St station, C&D led the upzoning of an MTA-owned site at 125 St and Lexington Ave. The site can now accommodate 684 housing units, with 171 designated as affordable.



Connect riders to cell service

In 2022, we announced our public-private partnership with Boldyn (formerly known as Transit Wireless), which will provide cell service to customers in tunnels. The \$600 million infrastructure investment comes at no cost to the MTA, and Boldyn will share the revenues generated from their deals with cellular providers with the MTA. However, implementation is dependent on Boldyn getting access to our tunnels, which can be difficult in our system as we work to avoid service outages for our customers. That's why we have identified synergies with capital projects across the system. In 2025, we successfully expanded cell coverage to more segments of underground tunnels, including the Joralemon Tube that carries the 4 and 5 between Manhattan and the northern section of the Crosstown G line in Brooklyn and Queens.

Take advantage of private sector support

C&D actively pursues opportunities to leverage our infrastructure to generate benefits for the MTA. Because our transit system is a major factor in creating and enhancing the value of land in the MTA service region, it makes sense to reinvest some of that value back into the transit system. Zoning for Accessibility (ZFA) is one such mechanism for this. It is a citywide zoning initiative that will help make more stations in New York City accessible. By utilizing ZFA's transit improvement floor area bonus provisions, stations are made partially or fully accessible at no cost to the MTA or taxpayers, ultimately saving millions of dollars and creating a better experience for riders and New Yorkers alike.

Case Study

Queensboro Plaza

In 2025, the first accessible entrance was completed under the ZFA program at Queensboro Plaza **N W 7** serving 97,000 riders at no cost to the MTA. The neighboring private developer, Grubb Properties, financed and constructed the entrance on the north side of the station, including a new elevator to accommodate customers with strollers, luggage, or using mobility devices. The private developer will also be responsible for maintaining the entrance and elevator, leading to millions of savings for both construction and operating costs.



ZFA Elevators at Queensboro Plaza **N W 7** opened on April 10, 2025



Mixed-Use Development in Beacon



Transit-Oriented Development Opportunity
at Metro-North Railroad's Beacon Station
Dutchess County, NY
Request for Proposal

Release Date
Thursday, October 31, 2024

Site Visit
Tuesday, November 12, 2024

Virtual Information Session
Friday, November 15, 2024

Submission Deadline
Wednesday, December 18, 2024

 Metropolitan Transportation Authority

Advancing our regional planning objectives to support additional residential and commercial density around transit, the Beacon Station development on Metro-North's Hudson Line will transform an MTA-owned parking lot into a mixed-use development. Following a competitive RFP process, a developer was selected to deliver a mixed-use commercial building that will include 264 mixed-income housing units.

This RFP was made possible by the Governor's Executive Order 30, which created the Redevelopment of Underutilized Sites for Housing (RUSH) infrastructure fund. With funding for structured parking, we were able to make the site economically viable for private housing development under a long-term ground lease.

The project will include 7,500 square feet of retail, prioritizing Hudson Valley-based companies, and the MTA will receive portion of the revenue generated by the retail space. To improve the station area and support capacity for this new retail space, the project will also include a 20,000 square-foot pedestrian plaza that will be built and maintained at no expense to the MTA. This project demonstrates C&D's focus of providing New York City and suburban communities in our region with excellent MTA transit access.



Rendering of mixed use commercial building development at Metro-North's Beacon station

Unlocking Housing in Wakefield

Near Metro-North's Wakefield station, 1,200 units of affordable housing will be built thanks in large part to the efforts of the MTA. C&D's Transit-Oriented Development group worked with the developers of Wakefield Village to sell a sliver of MTA-owned property adjacent to their project at East 241 St next to the Metro-North's Harlem Line while ensuring continued access for railroad maintenance.

The transaction raised revenue for the capital program, safeguarded MTA operations, and enabled the major affordable housing project to move forward.



Rendering of housing developments near Wakefield Metro-North station in the Bronx



Meet the Manufacturers event at 2 Broadway, hosted by MTA's Department of Diversity & Civil Rights

BUILD THE ORGANIZATION

Planning and delivering complex, transformational capital programs requires innovation. C&D is maximizing our time and resources by deploying technology in new ways and organizing our teams more logically and efficiently. We are diversifying the skills of every team, implementing the latest technologies, and supporting our staff as they deliver on the ambitious goals in this plan.

Grow In-House Capacity

At C&D, we are strengthening the foundation needed to deliver on the ambitious mandate of our capital program. Central to that effort is investing in our people—supporting their growth, equipping them with the tools to succeed, and attracting new talent to sustain our in-house capacity.



MTA Trainees tour an escalator replacement project

Add and retain in-house talent

As we advance a historic pipeline of complex projects, maintaining the right staffing levels is critical to meeting our commitments while thoughtfully reducing reliance on external consultants. To support this, C&D is growing its staff and building pathways for early-career professionals. This includes launching a new cohort of trainees—recent graduates in engineering, architecture, and construction management, supported through an 18-month leadership development and project management program that features technical training, site visits, and mentoring.

Case Study

Expanding the Trainee Program

The Engineer, Architect and Project/Construction Manager Trainee Program is a highly effective pipeline for recruiting and developing the next generation of engineers, architects, and construction managers across the organization. Since its inception in 2022, the program has achieved strong retention rates, coached numerous trainees through challenging licensing exams, and provided C&D with talented entry-level employees.

Program Achievements

- **Scale & Participation:** Since its launch, the program has enrolled 163 trainees across four cohorts, making up approximately 10% of the total C&D workforce.
- **Retention & Completion:** The program has a retention rate of 92%, exceeding industry averages for early-career technical professionals by 5%.
- **Fundamentals of Engineering (FE) Success:** Across all cohorts, 71 engineer trainees have passed the qualification exam.
- **Other Training Opportunities:** The Trainee Program curriculum includes leadership training, executive level mentorship, exam preparation classes, field visits, and other MTA trainings such as track and safety training.

Harness Data & Technology

As we build the right teams at C&D, we also need to give them the right tools. Data and technology are essential to the innovation, rigorous project management, and controls C&D relies on.

Develop an integrated data system

To improve project management, C&D is developing an integrated data system that standardizes performance tracking across all departments. Moving to a new, unified platform will enable C&D to track and control programs with cutting-edge technology and digital workflows, including AI-enabled analytics. The fully integrated system will raise overall performance by creating more visibility for project control on individual projects, while increasing accountability for strategic and operational goals across the capital program.

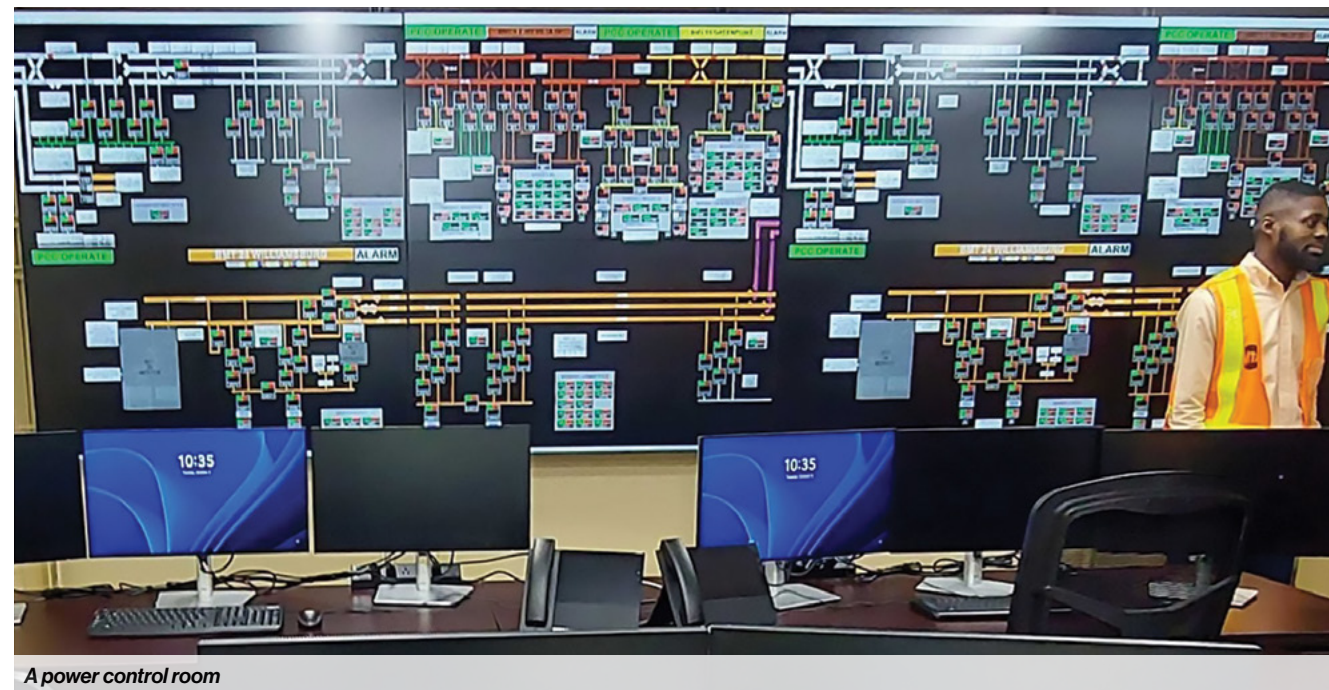
C&D has dedicated a team to data validation and quality control and implemented standard systems for project document management to improve workflows.

Case Study

Project Management Information System

C&D hit a major milestone on our digital transformation path by migrating to a new PMIS. In 2025, we migrated hundreds of active projects, thousands of workflows, and millions of files, all while keeping our \$68 billion capital plan moving forward.

With a widely-used, off-the-shelf modular PMIS system, we can rethink how work gets done by improving how teams plan, share information, and make decisions across the agency. By using modern tools, we achieve greater efficiency with automated workflows instead of manual handoffs, and increase transparency so that stakeholders at every level gain clear insight into project progress.



A power control room

Provide insight for decision-makers at all levels of the organization

We are enhancing how decisions are made across the organization by delivering clearer, data-driven insights at every level. A key part of this effort is the development of dynamic dashboarding tools that provide real-time visibility into performance and other key metrics. By equipping teams with intuitive, accessible analytics, C&D is enabling faster issue identification, improved risk management, and greater accountability. These tools will streamline reporting, continue to reduce inefficiencies and empower leaders and project executives to make well-supported, timely decisions.



A LiDAR vehicle scans an area of the Penn Station Access Project

Use innovative tools, techniques, and technologies

C&D is committed to testing and utilizing cutting-edge construction, design, and project management tools and technologies. The growing use of Building Information Modeling (BIM) and Digital Twins on select projects will improve time and cost savings during project design, construction, and closeout. C&D has begun to use the modeling technology in stations and infrastructure to create a digital representation of MTA assets that provides more dynamic information to project teams.

C&D will continue to invest in identifying, piloting, and implementing new innovations in technologies and practices. This will include further implementation of a BIM/Digital Twin strategy and partnerships with academic and private partners. C&D will pilot use of Unmanned Aerial Systems (UAS) for design, inspection, construction work, and land mapping of MTA infrastructure. Industry use of such technology for engineering and construction activities has significantly reduced time-intensive data collection in the field and its associated labor costs. Implementing the usage of UAS in certain projects will also help to reduce risks to worker safety.

Case Study

Laser Scanning

Deploying cutting-edge technology means that our teams and operating agencies get more accurate and timely information about the most critical physical assets across the system. C&D piloted LiDar, a cutting-edge laser scanning technology, on an Atlantic Ave substation project to modernize how site and asset data are captured. LiDar rapidly collects millions of high-precision data points, creating highly accurate digital models that improve design coordination and construction planning. Compared to traditional surveying, the technology requires fewer personnel, significantly less field time, and often only a single site visit, while improving safety by limiting exposure to hazardous environments. The pilot demonstrated up to an 80% reduction in field time and materially improved data accuracy. As LiDar is expanded to be used by our in-house staff, C&D estimates annual labor costs savings of \$4.5 million, while setting a new standard for faster and safer surveying.

Initiatives & Milestones



Placing an elevator frame at the 33 St-Rawson St 7 ADA project

EXECUTE THE PROGRAM

Position 2025-2029 Projects for Success

Start projects the right way

- ✓ Finalized Project Baselines policy for all 2025-2029 Capital Program projects
- ✓ Completed multi-disciplinary design review and value engineering for major 2025 projects and all 2026 projects
- » Complete initial project baselines for remaining priority 2025-2029 Capital Program projects
- » Launch project baseline meetings for all 2026 commitments
- » Track planned and actual project commitments in a unified dashboard

Bundle for scale and efficiency

- ✓ Completed line-based bundling for full 2025-2029 Capital Plan
- » Onboard design support for 2026-2027 commitments

Choose the right delivery model

- ✓ Incorporated delivery model framework as part of new baseline process
- » Better match delivery models with projects for 25-29 capital projects

Contain Costs & Schedules

Manage cost using data

- ✓ Institutionalized baseline cost data across program of existing projects
- ✓ Reduced consultant cost spend on construction projects
- » Unlock new cost, schedule, and performance savings at every stage of projects
- » Overhaul professional services contracting strategy to reduce costs

Make outages more productive

- ✓ Rolled out new outage requests and management application
- ✓ Expanded track barrier usage to Flushing Line outage project
- » Expand and enhance Owner Support Resources planning and management

Avoid delays by utilities and third parties

- ✓ Launched Public Service Commission-facilitated Utility Coordination task force
- » Finalize master agreements with Con Ed and NYC Department of Transportation

Simplify what we build

- ✓ Finalized modernizing specifications to current CSI format
- ✓ Received ISO 45001 certification (Occupational Health and Safety)
- » Award project to develop master Project Requirement Design Criteria (PRDC) for Metro-North Railroad and Long Island Rail Road

Aggressively control cost and schedule

- ✓ Utilized 'New Project Controls Manual' on all new projects
- ✓ Launched 2025-2029 projects onto PMIS
- » Increase integration of Primavera P6 software for the development, control, and monitoring of project schedules

Build Competitive, Diverse Capacity

Build industry relations capacity to deliver projects

- ✓ Achieved at least 90% of projects receiving at least four bids
- ✓ Increased outreach campaign to attract competition in key priority area
- » Develop strategy for areas of low competition

Build capacity for MWBE, DBE, SVDDB firms, with focus on scaling Historically Underutilized Businesses

- ✓ Identified scope carve-outs for MWBEs to build capacity and expand engagement on C&D contracts
- ✓ Addressed factors that disproportionately limit MWBE participation/inhibit meeting compliance goals
- » Implement Enhanced Utilization Credit Incentive program with MTA Department of Diversity and Civil Rights to attract new MWBE firms

Build capacity for small businesses

- ✓ Increased the number of bidders in SBDP contractor pool
- » Develop multi-year plan for small business projects, allowing for enhanced recruitment and increased awards

Expand local hiring and training opportunities

- ✓ Expanded local hiring goals on the Second Avenue Subway and two major ADA projects
- » Identify new projects to include hiring goals

- ✓ **2025 Accomplishment**
- » **2026 Initiative**

PLAN FOR THE FUTURE

Advance Long-Range Planning Advance promising expansion and enhancement ✓ Awarded tunneling contract for the Second Avenue Subway Phase 2 (Contract 2) ✓ Commenced preliminary engineering of the Interborough Express » Award 106 St and 116 St station contract for the Second Avenue Subway » Initiate design and environmental review for 125 St Subway (an extension of the Second Avenue Subway) » Initiate pilot for “Stations of the Future” » Publish Signals and Bottlenecks plan » Advance long-term planning for Shops and Yards » Advance study for the future of telecommunications infrastructure and OCC Improve planning platforms and processes ✓ Published Capital Dashboard for improved tracking of key asset areas ✓ Recalibrated Ridership Forecasting Model to reflect the new 2024 baseline » Complete implementation of additional features and functionalities, including program performance, into Capital Dashboard	Build in Sustainability & Resilience Integrate resiliency and sustainability framework in capital planning ✓ Provided guidance on climate resilience and sustainability design strategies ✓ Advanced key subway stormwater and heat mitigation initiatives » Advance work on energy storage and wayside energy on subways and railroads Advance projects to combat climate risks and emissions reduction goals ✓ Advanced planning for key resilience projects, such as the Hudson Line » Implement emissions reductions programs for buses and facilities » Launch subway heat recovery and thermal energy network pilots » Award design contract for Hudson Line Climate Resilience Blueprint	Leverage MTA Assets Progress implementation of wireless connectivity within the system ✓ Completed wireless connectivity expansion underground in Joralemon Tube and the northern section of the Crosstown  » Integrate wireless connectivity work with new CBTC projects Advance public-private partnerships to maximize revenue and in-kind improvements ✓ Developed three-year RFP pipeline for TOD (dispositions and ZFA targets) across subway and railroad systems » Execute new transactions in New York City and surrounding areas, including public-private-partnerships Support regional and statewide initiatives to foster transit-oriented development and encourage access to transit ✓ Raised \$132 million of capital revenue through TOD transactions ✓ Signed a Conditional Designation for housing development at the Westbury LIRR station and Beacon Metro-North station » Unlock development opportunities at key Commuter Rail stations
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✓

2025 Accomplishment

» 2026 Initiative

BUILD THE ORGANIZATION

Grow In-House Capacity Add and retain in-house talent ✓ Developed data-driven recruitment and retention plan to maintain staff levels to support ambitious capital program ✓ Expanded the Trainee Program ✓ Unified applicable policies and procedures ✓ Offered leadership training, executive-level mentorship, and exam prep classes » Provide technical training for Construction Management and Project Management certifications » Continue to expand internal capacity to reduce reliance on external advisors	Harness Data & Technology Develop an integrated data system ✓ Launched 2025-2029 Capital Plan onto PMIS » Complete full rollout of PMIS workflows and functionalities on all projects Provide insight for decision-makers at all levels of the organization ✓ Launched quarterly KPI management sessions ✓ Standardized data structure and continued rollout of analytical tools » Launch robust records dashboard for PMIS » Launch dashboards to track 2026 commitments and completions Use innovative tools, techniques, and technologies ✓ Led pilots of track preventative maintenance and hyperlocal flood modeling ✓ Increased adoption of P6 cloud environment » Expand Use of BIM and Digital Twins in project design
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✓

2025 Accomplishment

» 2026 Initiative



For more information about current and upcoming C&D projects visit:
[**mta.info/agency/construction-and-development**](https://mta.info/agency/construction-and-development)

For more information about the 2025-2029 Capital Plan visit:
[**future.mta.info/capitalplan**](https://future.mta.info/capitalplan)

For more information about the 20-Year Needs Assessment visit:
[**future.mta.info**](https://future.mta.info)

For more information about the Climate Resilience Roadmap Update visit:
[**mta.info/document/190471**](https://mta.info/document/190471)



Metropolitan Transportation Authority