



GCA

The General Contractors
Association of New York, Inc.

Beyond the Status Quo

A 21st century city needs 21st century infrastructure

Opening day of the new 34th Street-Hudson Yards station on the 7 Line, the first addition to the subway system in 25 years. S3 II Tunnel Constructors, CCA/Halmar International, Yonkers Contracting, Skanska/Railworks, John P. Picone.



There was a time when grand public works defined who we were, our confidence in the future, and our commitment to building a region that would rival and surpass other cities. The will to make these bold investments has steadily declined as the focus has shifted to other, less physically tangible policy priorities.

The good news is that today, GCA members are reconstructing and rebuilding the region’s intricate network of highways, bridges, subways and railroads, and its water, sewer and parks systems. But simply rebuilding what we have won’t allow New York to meet the challenges of the 21st century.

With one of every 38 people in the U.S. living here, and one million more expected by 2030, we need a new vision supported by the funding that makes that vision a reality. We must increase the reliability and capacity of our transportation systems. We must make certain our aging water and sewer systems are up to the challenge. We must enhance and expand our parks and recreational spaces to make communities livable. We must build new schools that provide an environment to develop tomorrow’s leaders.

In short, New York must be able to look *“Beyond the Status Quo,”* or risk losing its position to those cities ready to take on the challenge of the 21st century economy.

As we go to print, the city’s first new subway station in 25 years just opened in front of the Javits Center, bringing Manhattan’s far west side within reach of the rest of the city. Just as the building of the “original” 7 line eastward into Queens farmlands did a century ago, this modest extension is already facilitating a mammoth new residential and commercial neighborhood.

Adding a station every 25 years, however, is a far cry from strategically enhancing the region’s future. It is time today to deal with tomorrow’s needs. Amtrak’s Gateway Hudson River Tunnels, continuing construction of the Second Avenue Subway, updating the region’s airports, and completing the third water tunnel top the list of projects that must get done, but there are many more.

There is no question that this presents a financial and physical challenge, but GCA members stand ready to meet it, just as we have done for the last 106 years.

Over the next few pages, we explore some of the projects that are the first steps in achieving a vision for the next century, while keeping our eye on those that make New York healthy today.

Denise M Richardson

DENISE M. RICHARDSON EXECUTIVE DIRECTOR

Richard DiLouie

RICHARD DILOUIE PRESIDENT



Building a “Gateway” to the Future

Each day nearly 200,000 commuter trips are taken to and from New York’s Penn Station through Amtrak’s two tunnels under the Hudson River.

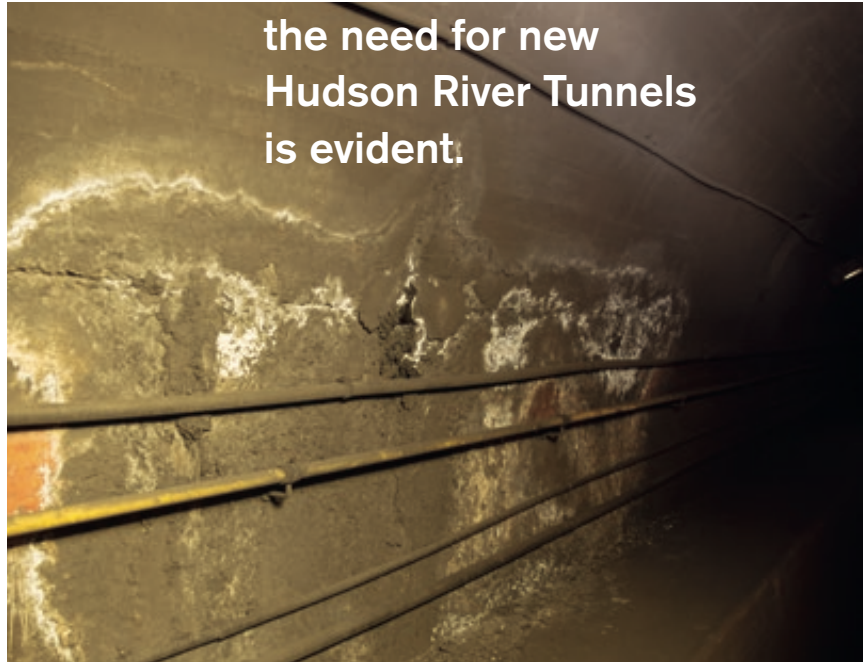
But the very artery for that daily economic infusion is in the throes of literal collapse. Completed in 1910, the tunnels’ capacity has been exceeded as ridership has tripled. The result is standing-room-only trains, delays and unreliable service.

Both tunnels were already in dire need of rehabilitation before Superstorm Sandy flooded them with millions of gallons of corrosive water. These tunnels must be taken out of service to repair the damage caused by age and salt intrusion.

The region is living on borrowed time—the need for new Hudson River Tunnels is evident.



Opposite: Construction of the tunnel box for Gateway under the Hudson Yards development to preserve the right of way for the project. Tutor Perini Corporation.



Above, left and right: Two views of deterioration in the north and south tubes of the Hudson River Tunnels. Photo by Amtrak/ Chuck Gomez.

What does this mean for commuters?

During a typical weekday, 92 Amtrak and 317 NJ Transit trains use the two Hudson River tunnels—as many as 36 trains in the peak hour and 24 in one direction. With only one tunnel available during repairs, capacity will be disproportionately reduced to 6 trains in each direction per hour, a 75% reduction. As a result, nearly 150,000 passengers will have to find another way to commute—an amount that exceeds the number of NJ Transit riders that use the Port Authority Bus Terminal.

What does this mean for the region?

The economic impact along the Northeast Corridor (NEC) will be severe. Based on the four days the existing tunnels were out of service after Sandy, the economic impact of the loss of the NEC was estimated to be \$83 to \$100 million per day with 80% attributable to the

New York metropolitan area. Gridlock up and down the NEC will reduce business productivity, discretionary travel, and will permanently disrupt the region's economy.

What is needed?

New passenger tunnels under the Hudson River—The Gateway Project—must be built for the health of the entire Northeast region. Next steps must include:

- An expedited environmental review process with full cooperation of all involved state and federal agencies.
- A funding plan with contributions from all that benefit.
- Agreement on the entities that will build and operate the tunnels and related facilities.



Next Stop on the Second Avenue Subway: East Harlem

The Second Avenue Subway has been on the planning agenda for nearly 80 years.

During that time World War II began and ended. Atomic energy was harnessed. Our nation said it would go the moon and went there. Information technology went from punch cards to Google while music went from 78 RPM records to online streaming.

While New York has moved on in so many ways, the completion of the Second Avenue Subway continues to mock a city that needs it now more than at any time in the last eight decades.

Ridership on the Lexington Avenue Subway Line and in Other Major Cities



East Harlem needs Phase Two of the Second Avenue Subway



71% commute to work by public transportation; an additional **14%** walk to work.

31% are employed in health care, education, and social services.

14% are employed in the hospitality industry.

Construction of “Phase One” of the project, which stretches from East 96th Street to East 63rd Street, is well underway. On day one, the line will carry over 200,000 riders, reducing congestion on the Lexington Avenue line. The nearly 1.7 million daily riders on the “Lex” exceed the total combined ridership of the Boston, Chicago and San Francisco subway systems. Or to put it differently, on a daily basis, the Lex carries more people than live in Philadelphia. Above ground, the MTA bus routes that serve the east side of Manhattan have the highest ridership of any bus lines in the United States.

“Phase Two” of the Second Avenue Subway would extend the existing tunnel that was built in the 1970s north from 110th Street to 125th Street. The transit-starved, underserved population of East Harlem needs the mobility

that access to a Second Avenue Subway line will provide. With job opportunities steadily increasing along the East Side’s burgeoning health care corridor and the growth of hospitality and office jobs that are developing throughout Manhattan, the next phase of the Second Avenue Subway is a must to enable the community to share in the city’s growth.

With a population density that is nearly triple the city-wide average, failure to act will harm this vibrant and dynamic part of the city and isolate its residents from the jobs, educational, and economic opportunities they deserve.

High Bridge | SCHIAVONE CONSTRUCTION



Glen Oaks Recreational Complex | WILLIAM A. GROSS CONSTRUCTION



NYC's 29,000 acres of parks aren't just trees, they're also more than 5,000 recreational facilities.

Meeting the Challenges of a Growing Region

“Beyond the Status Quo” challenges us to think more broadly over the next five, ten, or twenty years about building the visionary infrastructure projects that will enable New York’s economic growth in the 21st century.

At the same time, we must not lose focus on maintaining and improving the infrastructure that is already here. The Empire State’s rightful status as the nation’s premier economic engine was made possible by its unparalleled web of roads, bridges, subways, water mains, sewers, schools, and parks. The synergy they create continues to orchestrate the region’s dominance each and every day.

Whether it is the road and bridge network, the Catskill/Delaware aqueduct and its thousands of miles of water mains, the MTA’s 195 vent plants and 469 transit stations, the city’s 1,800 schools or the 29,000 acres of parkland that enhance our quality of life— all need regular attention and investment.

In much of the country, maintaining and rebuilding core infrastructure can be accomplished when the day ends and the work day world slows to a crawl. However, here in the city-that-never-sleeps, roads, rails, and bridges cannot be closed for extended periods.

Delaware Aqueduct Shaft 4 | HALMAR INTERNATIONAL



Over 365 million gallons of daily drinking water flow through Shaft 4 of the Delaware Aqueduct.

Pelham Line Transit Station Renewal | YONKERS CONTRACTING COMPANY



NYC Transit operates 469 stations, nearly double the London Tube and more than triple any other system in the U.S.

The City's 14 wastewater treatment plants process 1.3 billion gallons of wastewater each day— that's half a trillion gallons each year.

Tallman Island Wastewater Treatment Plant | JOHN P. PICONE INC.



Verrazano Bridge Ramps to the Belt Parkway | EL SOL CONTRACTING AND CONSTRUCTION CORP.



192,000 vehicles cross the Verrazano Bridge each day, nearly as many cars as registered in all of Alaska.

IS 297 Jackson Heights | CITNALTA CONSTRUCTION



NYC's 1,800 public school buildings are already at or over capacity with 1.1 million students.

New MTA Ventilation Plant | EE CRUZ CO.



The MTA's 195 ventilation plants are essential to safety, but invisible to the system's 8 million daily riders.

New York is in perpetual motion. The traffic never stops for weekends, straphangers ride the rails around the clock, and water mains and sewers must flow unabated 24 hours a day, 365 days a year. Working in this environment is the equivalent of changing a flat tire while the car is in motion, but it is what GCA members do day in and day out.

Creating "One New York" requires executing a vision for the future while meeting day-to-day infrastructure needs. New York must do more than simply house its residents, it must provide them with the tools and the infrastructure to enable them to meet their full potential.

Vision Zero Safe Routes to Transit | C.A.C. INC.



NYC's 6,362 miles of gas mains, 105 miles of steam pipes, and 86,977 miles of underground cables average 50 to 80 years old.

Mother Clara Hale Bus Depot | SILVERITE CONSTRUCTION



With bus ridership up 32% since 1982, the MTA's 29 depots need regular rebuilding and expansion.

Kew Gardens Interchange | DEFOE CORP.



Over 500,000 cars drive through the Kew Gardens Interchange daily; more cars than registered in 9 states.



Manhattan College Summer
Engineering Awareness Program
sponsored by the GCA

Getting the Job Done— Today *and* Tomorrow

As regions throughout the country ponder how they will fill the need for skilled personnel as their workforce reaches retirement age, the GCA is actively working to make sure that our members have the people who can get the job done.

The GCA is serving as a curriculum advisor for the innovative City Polytechnic High School “9-14” program that will enable high school students to also earn associate’s degree credits in construction management, civil engineering, and architectural technology from CUNY’s New York City College of Technology. This innovative program will provide the students with a structured roadmap that will lead to careers in the engineering and construction fields.

As the chair of the Department of Education/industry task force that is examining the citywide pre-engineering high school curriculum, the GCA is recommending class exercises and course content that will familiarize students with current technology and industry topics. The goal is to bring industry practitioners into the schools to mentor prospective students and expose them to the career opportunities that the construction industry provides.

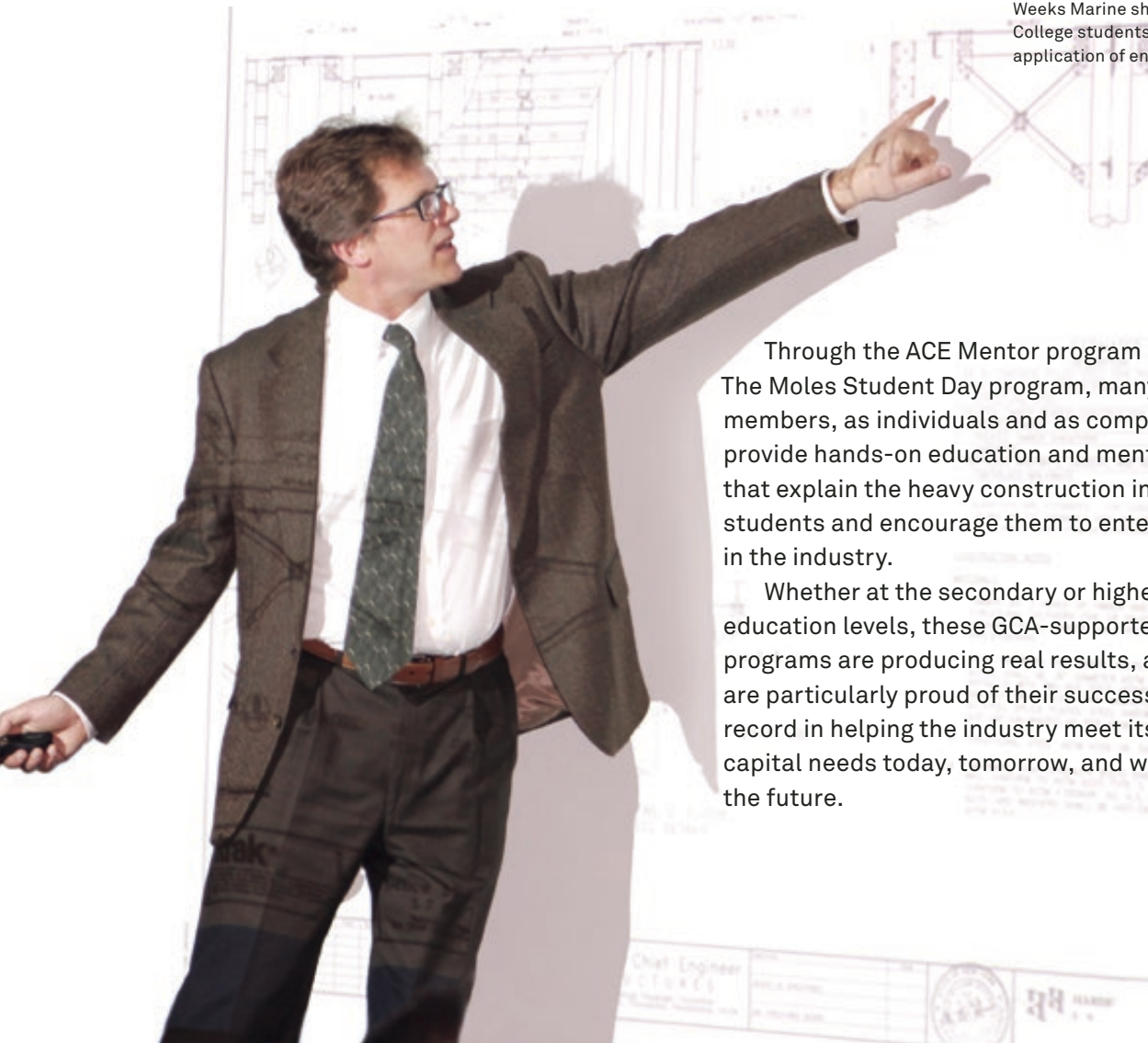
The GCA also sponsors Manhattan College’s Summer Engineering Awareness Program for minority and female high school students throughout the metropolitan area. To date, 97% of its participants have pursued college degrees in engineering or other STEM fields.

Employment of civil engineers is projected to grow 20 percent from 2012 to 2022, faster than the average for all other occupations.



Left and above: College engineering students tour the construction of the Tappan Zee Bridge as part of The Moles Student Day. Photos courtesy of The Moles.

Below: Jesse Otteson from Weeks Marine shows Manhattan College students the practical application of engineering.



Through the ACE Mentor program and The Moles Student Day program, many GCA members, as individuals and as companies, provide hands-on education and mentoring that explain the heavy construction industry to students and encourage them to enter careers in the industry.

Whether at the secondary or higher education levels, these GCA-supported programs are producing real results, and we are particularly proud of their successful track record in helping the industry meet its human capital needs today, tomorrow, and well into the future.



Safety is Job One

Citnalta Construction and Railroad Construction Company reinforce safe work practices during Safety Week.

The construction industry is recognized as one of the most hazardous industries in which to work. That is why the GCA places such a strong emphasis on working safely. GCA workers have families that depend on them and the workplace safety standards reflect the expectation that each and every worker goes home to their family each and every day. This translates to a safety goal of zero accidents.

From daily tool box talks that emphasize jobsite safety points, to regular seminars covering a range of topics from fall protection to working with hazardous materials, the GCA's safety committee works with the members to offer hands-on, interactive classroom and field training in best safety practices. The GCA's annual safety week reinforces daily safety

practices by focusing on a common workplace safety theme through a weeklong series of safety meetings, talks, seminars, and best practice reviews.

GCA member employees are provided with the state of the art protective safety gear and are regularly instructed on proper use and on proper safety protocols. Safety is a culture and everyone working on our projects is expected to exercise safe work practices both on the job and at home.

The GCA members' investment in safety training has clearly paid off. While the national, state and city construction industry accident rates have been trending upward, the GCA members' accident and injury rates are well below the averages and continue to decline.

Mitchell Moss, Director of the NYU Rudin Center moderates a panel discussion with NYC DOT Commissioner Polly Trottenberg, NYC DDC Commissioner Feniosky Peña-Mora, and NYC DEP First Deputy Commissioner Steve Lawitts.



NYS DOT Commissioner Joan McDonald discusses the newly approved capital budget in front of a packed room at the Yale Club.



The GCA: Defining the Issues

The GCA's Speaker Series brings together government leaders and industry innovators for thoughtful conversations. Topics included:

The MTA Capital Program

MTA Chairman and CEO Tom Prendergast presented the proposed 2015–2019 capital program and the significant funding gap it faced. A lively panel discussion with real estate, fiscal policy, and government budget experts followed the MTA Chairman's remarks.

Roads, Bridges and Economic Development

NYS DOT Commissioner Joan McDonald discussed the state's recently approved budget, followed by a panel discussion on economic development issues with the GCA, AAA, Delta Airlines, and Council Member Dan Garodnick.

Streets, Sewers, and Water mains

The Commissioners of the City's three major infrastructure agencies, DEP, DOT and DDC, discussed the capital budget and working together to accelerate project delivery and improve the condition of the city's critical infrastructure.

The GCA's Speaker Series does more than simply explore topics of importance to the city and the region. It enables decision makers to openly engage with the industry, introduce new policies and visions, and gain collective insight into when, where, and how our public infrastructure will meet the competitive challenges of a 21st century global economy.

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*EXECUTIVE COMMITTEE



The General Contractors
Association of New York, Inc.
60 East 42nd Street
New York, NY 10165
212 687 3131
www.gcany.com