

State of New York Statewide Capital Plan

A large cable-stayed bridge at night, illuminated with blue lights, spanning across a body of water. The bridge features several tall, white, A-frame pylons that support the deck with numerous stay cables. The water below is dark, and the sky is a deep blue. The bridge extends into the distance on the left side of the frame.

Fiscal Years 2013–2014 through 2022–2023

Governor Andrew M. Cuomo
May 2013

State of New York Statewide Capital Plan

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New York Works Task Force

Felix G. Rohatyn, Co-Chair Denis M. Hughes, Co-Chair
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Governor Andrew M. Cuomo

May 2013

TABLE OF CONTENTS

Letter from the New York Works Task Force.....	1
Members of the New York Works Task Force.....	2
Executive Summary.....	4
The Capital Planning and Investment Process.....	7
Strategic Plan for Economic Growth and Competitiveness.....	11
Increasing Opportunities for Minority- and Women-Owned Business Enterprises.....	31
Investment by Sector.....	33
Sectors.....	35
Transportation.....	41
Albany Port District Commission.....	44
Bridge Authority, New York State.....	48
Buffalo and Fort Erie Public Bridge Authority.....	51
Capital District Transportation Authority.....	54
Central New York Regional Transportation Authority.....	57
Metropolitan Transportation Authority.....	60
Motor Vehicles, Department of.....	65
Niagara Frontier Transportation Authority.....	68
Ogdensburg Bridge and Port Authority.....	71
Port Authority of New York and New Jersey.....	74
Port of Oswego Authority.....	78
Rochester-Genesee Transportation Authority.....	81
Thousand Islands Bridge Authority.....	85
Thruway Authority and Canal Corporation.....	88
Transportation, Department of.....	93

Environment	99
Agriculture and Markets, Department of.....	102
Development Authority of the North Country.....	106
Environmental Conservation, Department of.....	109
Hudson River Park Trust.....	113
Olympic Regional Development Authority.....	117
Parks, Recreation and Historic Preservation, Office of.....	120
Education	127
City University of New York.....	130
Education, Department of.....	134
State University of New York.....	138
Social Services and Public Health	143
Alcoholism and Substance Abuse Services, Office of.....	146
Children and Family Services, Office of.....	149
Health, Department of.....	152
Homes and Community Renewal.....	155
Mental Health, Office of.....	159
People with Developmental Disabilities, Office for.....	162
Temporary and Disability Assistance, Office of.....	166
Energy	171
Energy Research and Development Authority.....	174
Long Island Power Authority.....	178
New York Power Authority.....	180
Development Projects	185
Battery Park City Authority.....	188
Empire State Development.....	191
Roosevelt Island Operating Corporation.....	195
United Nations Development Corporation.....	199

Public Safety	203
Corrections and Community Supervision, Department of.....	206
Homeland Security and Emergency Services, Division of.....	210
Military and Naval Affairs, Division of.....	214
State Police, Division of.....	218
General Government	223
General Services, Office of.....	226
Information Technology Services, Office of.....	231
State, Department of.....	234
Investment by Region	239
Capital Region.....	245
Central New York.....	251
Finger Lakes.....	257
Long Island.....	263
Mid-Hudson.....	269
Mohawk Valley.....	275
New York City.....	281
North Country.....	287
Southern Tier.....	293
Western New York.....	299
Capital Program Financing	305
State Debt Table.....	308
Financing Conduits	311
Dormitory Authority.....	312
Empire State Development.....	316
Environmental Facilities Corporation.....	322

Letter from the New York Works Task Force

May 2013

Governor Cuomo has charged the New York Works Task Force with developing a plan for more effective, efficient, and extensive investment in our infrastructure that will grow our State's economy, create jobs for its citizens, and help ensure their physical security. We are pleased to introduce a major component of this effort: the Governor's Statewide Capital Plan, the first document of its kind in New York State history.

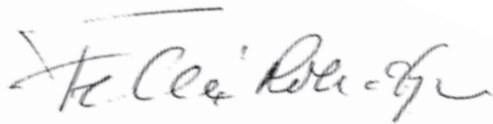
To compete economically with other states and the world, New York needs to build robust, resilient infrastructure networks. Doing so will require a streamlined, rigorous process for making small- and large-scale, long-term investments. Our Task Force believes that developing and following this Statewide Capital Plan is essential to the success of the investment process.

The Statewide Capital Plan is a strategic planning document, so it has a broader and longer-term perspective than the State's existing Capital Program and Financing Plan. It coordinates capital investments made and financed by 47 State agencies and authorities—spending that totaled \$21

billion in the 2012–13 fiscal year alone. It also calls for shared systems and consolidated investments, replacing the inefficient, “silo-based” planning that fragmented the process in years past.

Equally important, this Statewide Capital Plan aligns infrastructure investment with our statewide economic growth strategy and with the individual strategies of each region, incorporating analysis of investments conducted by sector (such as transportation, energy, and the environment). The Plan also takes a long-term, 10-year approach that concentrates resources on investments that will create good, permanent jobs for citizens throughout the State.

The Statewide Capital Plan will significantly enhance New York State's ability to rebuild and modernize our public infrastructure, which will mean more jobs and a stronger economy in our State. We applaud Governor Cuomo for adopting a capital investment strategy that will help ensure a higher quality of life for all New Yorkers.



Felix G. Rohatyn
Co-Chair



Denis M. Hughes
Co-Chair

Members of the New York Works Task Force



Governor's Appointees

The Honorable Felix G. Rohatyn, Former Chairman,
Municipal Assistance Corporation – Co-Chair

Denis M. Hughes, Former President, NYS AFL-CIO – Co-Chair

The Honorable Byron W. Brown, Mayor of Buffalo

Mike Fishman, International Executive Vice President,
Service Employees International Union

Peter Goldmark, Independent Consultant and Columnist

Gary LaBarbera, President, Building and Construction Trades
Council of Greater New York

Carol Kellermann, President, Citizens Budget Commission – Secretary

The Honorable Stephanie A. Miner, Mayor of Syracuse

Robert D. Yaro, President, Regional Plan Association

Senate Majority's Appointees

John D. Cameron, Jr., P.E., Chairman, Long Island Regional Planning Council

Robert F. Mujica Jr., Chief of Staff to the New York State Senate Majority
and Secretary to the Senate Finance Committee

Assembly Majority's Appointees

The Honorable Ronald J. Canestrari, Former Assemblyman and
Majority Leader, New York State Assembly

The Honorable Herman D. "Denny" Farrell, Jr., Assemblyman, 71st District,
and Chairman, New York State Assembly Ways & Means Committee

Senate Minority's Appointee (non-voting)

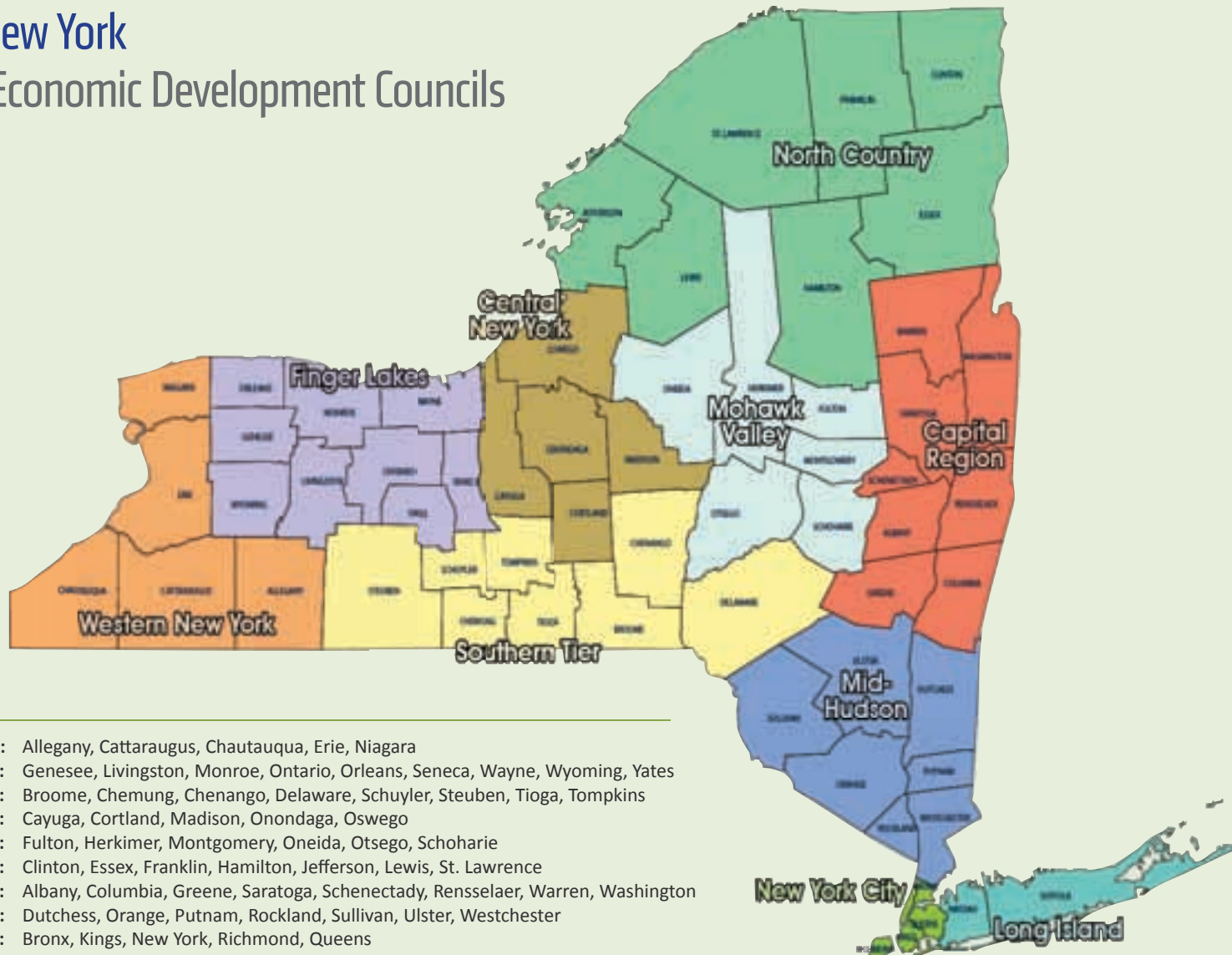
Margot Brandenburg, Associate Director, Rockefeller Foundation

Assembly Minority's Appointee (non-voting)

Raymond N. Cudney, P.E., Principal, Beardsley Design Associates

State of New York

Regional Economic Development Councils



-
- Western New York:** Allegany, Cattaraugus, Chautauqua, Erie, Niagara
 - Finger Lakes:** Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming, Yates
 - Southern Tier:** Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga, Tompkins
 - Central New York:** Cayuga, Cortland, Madison, Onondaga, Oswego
 - Mohawk Valley:** Fulton, Herkimer, Montgomery, Oneida, Otsego, Schoharie
 - North Country:** Clinton, Essex, Franklin, Hamilton, Jefferson, Lewis, St. Lawrence
 - Capital Region:** Albany, Columbia, Greene, Saratoga, Schenectady, Rensselaer, Warren, Washington
 - Mid-Hudson:** Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, Westchester
 - New York City:** Bronx, Kings, New York, Richmond, Queens
 - Long Island:** Nassau, Suffolk

Executive Summary

Role of Infrastructure Investment

Since the construction of the Erie Canal and the establishment of the first commercial railroad in the nation, New York State has led the United States in demonstrating that investment in infrastructure creates private sector opportunities and jobs, leading to greater wealth, education, and opportunity for many. The creation of a “virtuous cycle” of successful economic activity starts with that insight.

As our modern economy developed, New York State led the nation in innovation and great public sector works, from the 1921 Compact creating the Port Authority of New York and New Jersey to manage New York Harbor commerce to the 1950 creation of the New York State Thruway to plan, finance, and build the first modern interstate highway, spurring transportation efficiencies and enabling a manufacturing backbone of private enterprise, to the 1970 creation of Battery Park City with an investment in roads, sewers, and parks that has generated \$2.6 billion dollars for New York State and billions of dollars for the private sector.

Once upon a time, New Yorkers understood the role that infrastructure plays in the economy. It is time to once again invest our shared resources wisely and well and ensure New York State’s leadership in the global economy. Highways and bridges, passenger and freight rail lines, airports, ports, parks, water and sewer systems, communication and energy networks, education systems, and mass transit are the lifeblood of New York State’s current and future economy. Until now, New York State has not had a statewide strategic approach for planning, financing, and executing projects needed to ensure the preservation and expansion of this extraordinary legacy of wealth-creating

infrastructure, despite spending billions of dollars annually across multiple State agencies and authorities.

This Statewide Capital Plan is the first step in creating a forward-looking strategic plan for generating economic growth throughout New York State. It builds on the work of the Cuomo administration and the Legislature to turn the State’s economy into a rapidly growing, job-generating, wealth-creating leader in the global economy.

New York Works Task Force

Governor Andrew M. Cuomo and legislative leaders launched the New York Works Task Force in May 2012 to put an economic growth strategy in place and to expand the State’s capital investment and execution capability with a combination of smart procurement policies, great project execution, and innovative financing options. The Task Force brings together leading finance, labor, planning and transportation professionals to coordinate a statewide infrastructure plan to effectively generate and allocate the State’s capital resources.

The Task Force began by assessing the current state of capital investment in New York State and developed new tools to evaluate, coordinate, and allocate capital resources statewide. The Task Force surveyed the State agencies and authorities responsible for capital spending, studied other states’ and countries’ practices, held public forums across the State to seek input on the capital investment process, and worked with the Regional Economic Development Councils to bring together regional and statewide perspectives.

The Task Force also established the Implementation Council, comprised of 54 State agencies and authorities involved in capital spending. Together, they developed a template to standardize capital project planning; capital investment criteria were developed, and an investment process that includes metrics to assess performance was adopted.

In partnership with the Division of the Budget, the Task Force presents this Statewide Capital Plan comprised of nine functional sectors, advancing Governor Cuomo's priority on consolidation and coordination. Additionally, the plan presents capital spending in the 10 regions of the Regional Economic Development Councils. Total currently projected spending over ten years is more than \$174 billion dollars, truly a breathtaking sum. Through the Implementation Council, each sector will assume responsibility for developing performance metrics that make sense for each sector, and will manage State resources to support economic growth.

In the course of reviewing New York State's capital planning practices and creating this document, the New York Works Task Force has reached three major conclusions:

1. Regional Economic Development Councils:

Critically important State agencies and State authorities do not coordinate capital plans and capital spending. While the Executive Budget statutorily requires a five year capital plan with each budget cycle, the actual planning and coordination among the agencies and authorities is virtually non-existent. The Task Force has found backward-looking trends for establishing spending. Specific projects and initiatives are pursued as exceptions, rather than as part of a smart, forward-looking process. Good ideas that require multiple agency and/or authority involvement do not have

a ready audience or process for evaluation and often are never acted on. Each agency and authority tends to continue past trends and practices without considering inter-agency or statewide priorities, much less focusing on the economic trends which are driven largely by demographic and technology changes. For example the education system has not fully acknowledged the impact of the aging of the "echo boom" generation and adjusted its infrastructure strategy in response to a rapidly shrinking pool of potential students.

The creation of the Regional Economic Development Councils signaled a major shift in the State's focus on its economic growth objectives. Going forward, the Regional Economic Development Councils will be a key driver in the creation of an inter-connected network of smart, knowledgeable leaders able to better focus the State's resources on future growth trends and opportunities, combined with execution ability within the Implementation Council.

2. Myriad Capital Investment Financing Opportunities to Support Economic Growth:

With silo planning and authority comes silo financing. Among authorities especially, capital financing authority is specific to that agency's purpose and mission. While commendable in and of itself, there is little or no allowance to share financing leverage with other agencies and State purposes. With limited resources, a State debt cap, ongoing recovery from the recession, and downward pressure on revenue across the State, and increased competition from a global economy, it is imperative that New York learn to adapt to a dynamic world.

The Task Force will create the Financing Council, comprised of capital funding agencies, to expand the options for generating funds to pay for projects, including the creation of a capital investment fund.

3. Move Forward with Statewide Capital Planning and Execution:

Structure of the Statewide Capital Plan

This first version of the Statewide Capital Plan frames New York State's capital spending in two ways: sector investments and regional investments. The sectors define functional State responsibilities and operations, and the regions are defined by the Regional Economic Development Council jurisdictions.

The plan categorizes capital projects in one of three ways: state of good repair, capacity optimization, and transformational initiatives, considered both by sector and by region. The Task Force stresses the importance of these three distinctions: they measure the difference in spending on maintenance of existing infrastructure; shifting infrastructure needs in response to social, environmental; and economic dynamics; and major investments to release the State's economic potential.

The Statewide Capital Plan covers 47 capital spending and financing State agencies and authorities. It begins the process of replacing silo-based planning with a focus on shared systems and coordinated investments and improvements, and brings together all the agencies and authorities' capital investment plans in a statewide document that will be continually adjusted and improved in response to trends and events found in the real world.

Superstorm Sandy

Superstorm Sandy demonstrated that infrastructure underpins our economy and is essential to our health, safety, and way of life. It also demonstrated the fragility of our infrastructure and the need to adapt it to climate change. Such an extraordinary event was not specifically foreseen, but sustainability is imbedded in the planning

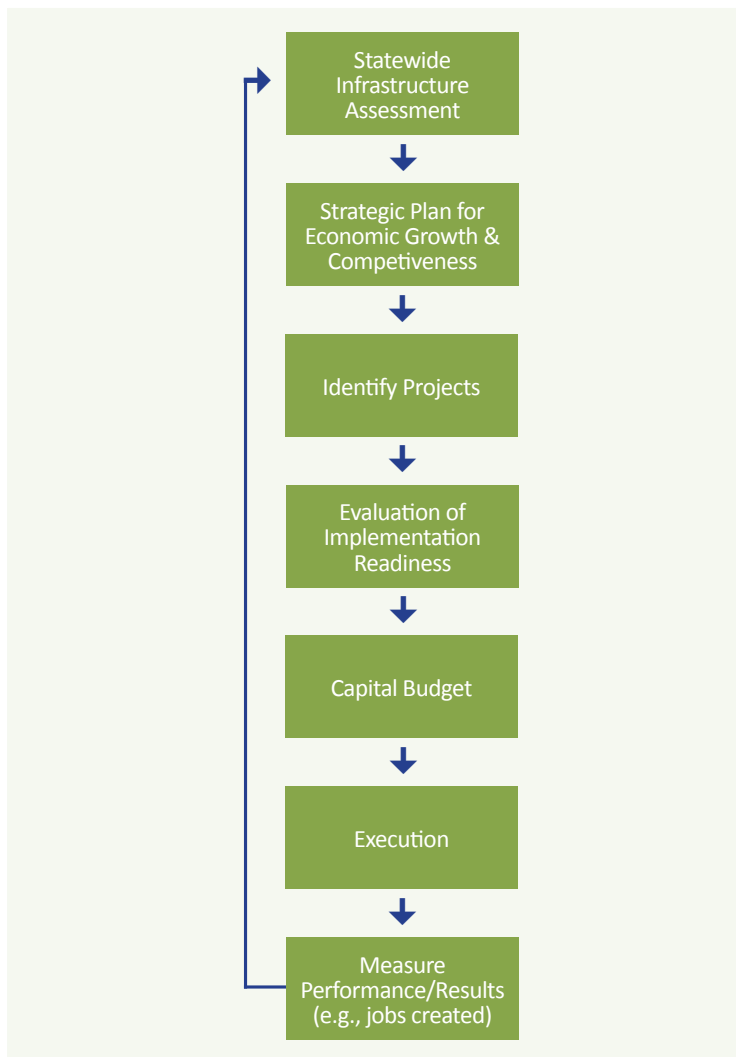
process laid out in this document. Accordingly, this document does not include the significant investment in repair and upgrade required to meet the State's storm-related damage, but it does lay the groundwork for the process that will ensure that all capital investment dollars post-Sandy are spent wisely and well.

Next Steps in the Process

The New York Works Task Force has created this first-in-history, 10-year plan for the State's capital spending. The Task Force looks forward to improving this document and, more importantly, the capital planning, investment, and financing process. In this document, the Task Force has created a flexible tool for the Governor and the Legislature to make intelligent, forward-looking decisions for the economic future of New York State.

As an enterprise, New York State holds a strong competitive position in the global economy, home to millions of hardworking, well-educated New Yorkers, well positioned within the United States and Canada's most populous regions and biggest markets, and strongly connected to the global economy both financially and socially, with a strong immigrant tradition, unparalleled natural beauty, and an education system that is second to none. The government of New York State will become as nimble, creative and competent as the people it serves.

The Capital Planning and Investment Process



Historically, New York State has not had a comprehensive, unified, long-range approach to planning, evaluating, and prioritizing capital projects. Capital resources were allocated in silos without regard to statewide or regional needs, priorities, or ability to pay, and without rigorous evaluation of economic benefit. This Statewide Capital Plan is part of a best-in-class capital planning and investment process developed by the New York Works Task Force at Governor Cuomo’s direction to address these shortcomings.

The process has seven steps: (1) conduct a statewide infrastructure assessment, (2) develop a strategic plan for economic growth and competitiveness, (3) identify projects, (4) evaluate implementation readiness, (5) assemble a capital budget, (6) execute the projects, and (7) measure performance and results. After assessing the results and making improvements, the process is repeated. It is anticipated that the next iteration of the Statewide Capital Plan will demonstrate increased coordination across State agencies and authorities, and a greater focus on all types of public sector capital investment that support private sector job growth.

The following is a brief summary of each step in the capital planning and investment process:

1. Conduct a statewide infrastructure assessment

Before we can make decisions about what capital investments to make, we need to know what we have and how it is performing. To determine that, the State agencies and authorities that own and operate capital assets must undertake a comprehensive inventory of State assets using consistent measurements across entities. This means being able to answer a number of questions, including:

- In what condition is the State's infrastructure?
- What would it cost to bring the assets to a state of good repair?
- Is capacity sufficient to meet projected demand?
- How much of each asset's capacity are we using?
- Can facilities be consolidated if there is excess capacity?
- Is the condition or performance of capital assets constraining key sectors of the New York State economy?
- Has the economy shifted in such a way that different infrastructure is now needed (e.g., high-speed Internet access)?

2. Develop a strategic plan for economic growth and competitiveness

An asset inventory tells us what we have and how it is performing. The next question is, "Where is the economy of New York State going and where do we want it to go?" The statewide Strategic Plan for Economic Growth and Competitiveness is contained in the next section of the Statewide Capital Plan. It sets out a high-level vision for the economy of the future and what infrastructure will be critical to support that economy.

Though they are interconnected, each of the State's 10 regions has a distinct economy, with different strengths, weaknesses, and needs. The Regional Economic Development Councils have and will continue to develop regional economic strategies that also affect infrastructure investment planning. Those strategies are discussed in the Regional Investment section of the Statewide Capital Plan.

3. Identify projects

Having in hand a statewide infrastructure assessment and both statewide and regional economic strategies, the State agencies and authorities

next must identify specific infrastructure investments that generate high returns, whether social or purely economic. For ease of comparison, projects are initially sorted into three categories:

- State of Good Repair
- Capacity Optimization (including both expansion and contraction (e.g. demolition))
- Transformational Initiatives (large-scale, capacity-enhancement initiatives with multi-sector impact)

Projects are then evaluated according to four established criteria:

- Does the project reduce the total cost of ownership over the life of the asset?
- Does the project produce positive spillover benefits and/or network effects for the larger economic system or network of which it is a part?
- Does the project improve environmental and financial sustainability?
- Does the project maximize the return on investment, including both social and financial returns?

Projects are compiled by region and by sector, and any projects that do not meet the criteria are excluded.

4. Evaluate implementation readiness

Even projects that score well when measured using the criteria outlined above may lack appropriate project management or delivery capability. Does the sophistication of the project management and oversight plan match the underlying complexity of the project? Does the agency or authority have a good track record of delivering projects on time and on budget? Has the agency or authority sufficiently evaluated project risks and budgeted appropriately for contingencies?

5. Assemble a capital budget

The first four steps lead naturally to the development of a capital budget or plan—this Statewide Capital Plan—for the Governor and the Legislature’s consideration. It proposes capital investment:

- By agency and authority
- By sector
- By region
- Statewide

Importantly, the Statewide Capital Plan provides 10 years of budgeting but seeks to incorporate an even longer planning horizon. This reflects both the significant length of time needed for planning and executing capital projects and the decades-long useful lives of infrastructure assets.

And finally, the Statewide Capital Plan enables a broad strategic understanding of the financing options available to the State, including both public and private financing options, and provides the tools for weighing the opportunity cost of moving forward with multiple projects assuming each project’s projected economic impact to the State.

6. Execute the projects

Once capital plans are in place, the agencies and authorities implement projects through various delivery options (design-bid-build, design-build, and potentially design-build-finance). The New York Works Task Force works with the agencies and authorities to improve project execution, making capital investment faster and more efficient. This includes sharing the latest practices on capital project delivery efficiency from leading public and private sector entities around the world.

7. Measure performance/results

As capital plans are implemented, performance and return on capital (i.e., economic growth and job creation statewide) are continuously measured. Progress reports document success in achieving strategic plan goals. Performance results are incorporated into future year budgeting process and decision making and are used to revise strategic plans, and improve project delivery.





Strategic Plan for Economic Growth and Competitiveness



Strategic Plan for Economic Growth and Competitiveness

Objective

This section of the Statewide Capital Plan provides a high-level overview of New York State's economy, its prospects in a rapidly shifting global economy, and opportunities to unlock faster, more inclusive growth through more effective and efficient infrastructure investments.

Key messages

- New York State has responded to the challenges presented by the recession
- The State is home to some of the world's largest industries, most important companies, and best talent
- However, the rate of discouraged workers leaving the New York State workforce has outpaced that of its peers over the years
- The need to fulfill economic potential across widely varying regions poses a challenge to statewide economic development
- A mismatch between employer needs and worker skills has the potential to stall economic growth
- Though New York State continues to be a contributor of innovation to the national economy, it faces strong competition from other states
- The cost of doing business (e.g., energy and transportation costs) in New York State is higher than in the State's domestic peers

- While the State has significant physical and virtual infrastructure upon which to build, New York State's capital assets are among the oldest in the nation and face difficult and changing climate conditions
- As New York continues to develop its strategy for tomorrow, there are opportunities to bring more private capital to the State and to optimize both the location of infrastructure investment—including proximity to the most populous region of Canada, the nation's most significant trading partner—and user costs across infrastructure assets (e.g., tolls, ridership fares).

Overview of this section

- Part I** explains why infrastructure matters for economic development
- Part II** highlights the need to tie capital strategy to economic development and provides a summary of the economic context facing New York State today
- Part III** details New York State's key strengths and describes the existing assets upon which to build the State's capital strategy
- Part IV** describes some challenges New York State will have to overcome in order to deliver on a capital strategy that succeeds in driving economic development
- Part V** highlights next steps to take to position the State's capital strategy to guide public investment, overcome barriers, and accelerate sustainable growth.

I. Why infrastructure matters for New York State's economic development

New York State is our nation's economic capital and global gateway. Transformational investments in infrastructure (e.g., the Erie Canal, the country's first regularly scheduled railroad service, the New York City subway, the development of alternating current (AC) power transmission, the Niagara hydroelectric power plant) contributed mightily to making New York the Empire State.

New York's 19.5 million residents and \$1.2 trillion economy depend on a robust foundation of interconnected infrastructure. Though New York is energy efficient, with only one state consuming less energy per capita, its energy needs are large. Only seven states consume more energy. The State's 113,000 miles of roads—enough to circle the Earth four-and-a-half times—and more than 17,000 bridges carry not just people but also a bounty of products, from the most advanced microchips to the most delicious apples in the world. In 2010, New York's public transportation providers carried more than 2.7 billion passengers, the State's airports boarded 43.6 million travelers, and Amtrak carried 1.6 million passengers on its Empire and Adirondack Service Corridor routes. And the Adirondack Park is larger than Yellowstone, Everglades, Glacier, and Grand Canyon National Parks combined.

As Tropical Storms Lee and Irene and Superstorm Sandy brutally demonstrated, the State's infrastructure is essential to New Yorkers' physical security and economic success. When power is lost, when telecommunications go down, when roads close, when trains cannot run, when the air and sea ports close, and when homes flood, lives are lost, suffering is widespread, and our economy is brought to a grinding halt.

In addition, New York must address intangible barriers to economic development caused by underdeveloped infrastructure. For example, a recent study found that the married women's labor force participation rate was substantially lower in cities with more traffic congestion, as

approximated by longer average commuting time. Controlling for other factors such as the woman's age, education, non-labor income and number of children by age group, and the Metropolitan Statistical Area unemployment rate among white men, a small increase in a city's average commuting time significantly reduced married women's labor force participation. If cities with greater congestion involve greater amounts of time required to run errands (part of household production), women might participate less in the labor force in those cities.

In the years ahead, the economies that out-compete others will be those that use scarce resources efficiently and move people and goods quickly and safely. New York needs large-scale, long-term investment to make its infrastructure networks resilient and robust and give the State a competitive advantage in the global economy.

II. Capital strategy in context of growth and competitiveness

Disciplined alignment of capital investment with strategic priorities and growth trends offers greatest reward. Capital investment offers the greatest “bang for the buck” when aligned with growth and competitiveness strategies and backed with rigorous demand and social benefit projections. Smart infrastructure investments will lower the costs of energy, transportation, water services, and telecommunications and make New York's diverse array of businesses more competitive in both national and international markets.

The strengths of New York's economic performance can help guide capital investment. As a leading economic engine of the United States, New York State has the scale and resources required to drive an economic recovery that will improve the quality of life for all New Yorkers:

- The third largest economy within the United States and top 20 in the world. With a 2011 gross domestic product (GDP) of \$1.2 trillion, more than 6% of the United States' total population (making New York the third most populous state), and more than 8% of all

compensation paid to United States employees, the New York State economy is not only the third largest economy in the United States, but would also be the 15th largest economy in the world if New York was its own country.

- Population-adjusted income also exceeds the U.S. average. Per capita income for New York State residents exceeds per capita income for the United States by more than 20%.
- Large number of exporters drives trade. The State is home to almost 27,000 exporters (94% of which are small and medium enterprises (SMEs)) that collectively exported \$85 billion in merchandise in 2011.
- A long, contiguous border with Canada gives New York a strategic competitive advantage. The 445 mile border between New York State and Canada serves as a major conduit of economic activity between New York and Canada's two most important commercial centers, Toronto and Montreal. In addition, 4 of the 20 busiest personal vehicle crossings (Buffalo–Niagara Falls, Champlain–Rouses Pt., Massena, Alexandria Bay, and Ogdensburg) and 3 of the 20 busiest train crossings (Buffalo–Niagara Falls, Champlain–Rouses Pt., and Trout River) along the northern border of the United States are in New York State.

Increasing global economic competition and broad economic, social, and environmental challenges will require deliberate action across New York State. Faced with highly varied economic profiles across its regions, a mismatch between employer needs and worker skills, a global economy that is becoming more dependent on knowledge and innovation for growth, significant infrastructure needs, a challenging fiscal environment, and large scale climate change implications, growing New York's economy on behalf of all its residents will require creativity and concerted action across a diverse array of stakeholders.

Delivering on New York's economic promise will require a deep understanding of the State's performance across several key levers.

Understanding ongoing developments in human capital, the vitality of innovation and entrepreneurship communities, and the effectiveness of public and civic institutions and how they can be enhanced by strategic infrastructure investments will be critical to driving our economy forward.

III. New York State's economy builds off of considerable strengths and has demonstrated resilience since the recession

New York has responded to the challenges presented by the recession.

Since the national recession of December 2007 to June 2009, New York State has outperformed its peers in GDP growth (2008–11 compound annual growth rate of 1.0% vs. 0.2%). In addition, State GDP per capita exceeds that of the United States by 24% and both the State employment rate and annual average wages outperform peers and the nation as a whole. New York's median household income is also higher than the national median but slightly trails peer states.

The State is home to some of the world's largest industries, most important companies and best talent. As of May 2012, 50 Fortune 500 companies had their headquarters in New York State (third in the nation, behind California with 53, and Texas with 52). In addition, the State ranks second in the nation (behind only Delaware) in the percentage of jobs in the high-wage, traded services sectors. A key pillar is the finance and insurance industry, which contributed \$180 billion to 2011 GDP, employs 506,000 in New York, and has a high degree of concentration with a Location Quotient (LQ) of 1.33.

The State's resilient performance is largely due to the fact that many global leaders in high growth industries have a strong presence here (Exhibit 1):

- **Information services:** Information services is the State's fourth largest industry, contributing \$85 billion to 2011 GDP and employing

projected future growth of 5%. Information services, however, are highly dependent on robust and reliable communications networks.

- **Professional, scientific, and technical services:** Professional services is the State's third largest industry, contributing \$94 billion to 2011 GDP and employing 574,000 in New York. In addition, the industry is relatively concentrated with an LQ of 1.13 and well-positioned in New York State to capture projected future growth of 3%. Rising transportation costs, including the cost of delays and unreliability in concentrated areas like New York City, represent a material threat to this sector, particularly as other centers of professional, scientific, and technical services in the United States and around the world take steps to reduce costs.
- **Arts and entertainment:** Though a considerably smaller industry contributing \$14 billion to 2011 GDP and employing 140,000, this relatively concentrated industry with an LQ of 1.11 is also well-positioned in New York State to capture projected future growth of 4%.

New York State is a magnet for strong international talent. With world-class universities, strong economic centers, a high quality of life, and numerous entrepreneurial opportunities, New York attracts the most talented individuals from around the world. In fact, a 2011 Fiscal Policy Institute analysis found 69,411 of the 144,674 small business owners (48%) who live in New York City and have a business in the New York metropolitan area were foreign born. The State should leverage this to its advantage by providing more opportunities for foreign-born New Yorkers to remain in the State and drive economic development forward.

Across its many regions, New York State has a strong base of high school and college educated residents upon which to build. At least 20% of the population in each of our economic regions consists of college graduates and, except for New York City where 21% of the population does not have a high school degree, less than 15% of the population in each region does not have a high school degree. Furthermore, each of the State's 10 regions already has an annual base of science, technology,

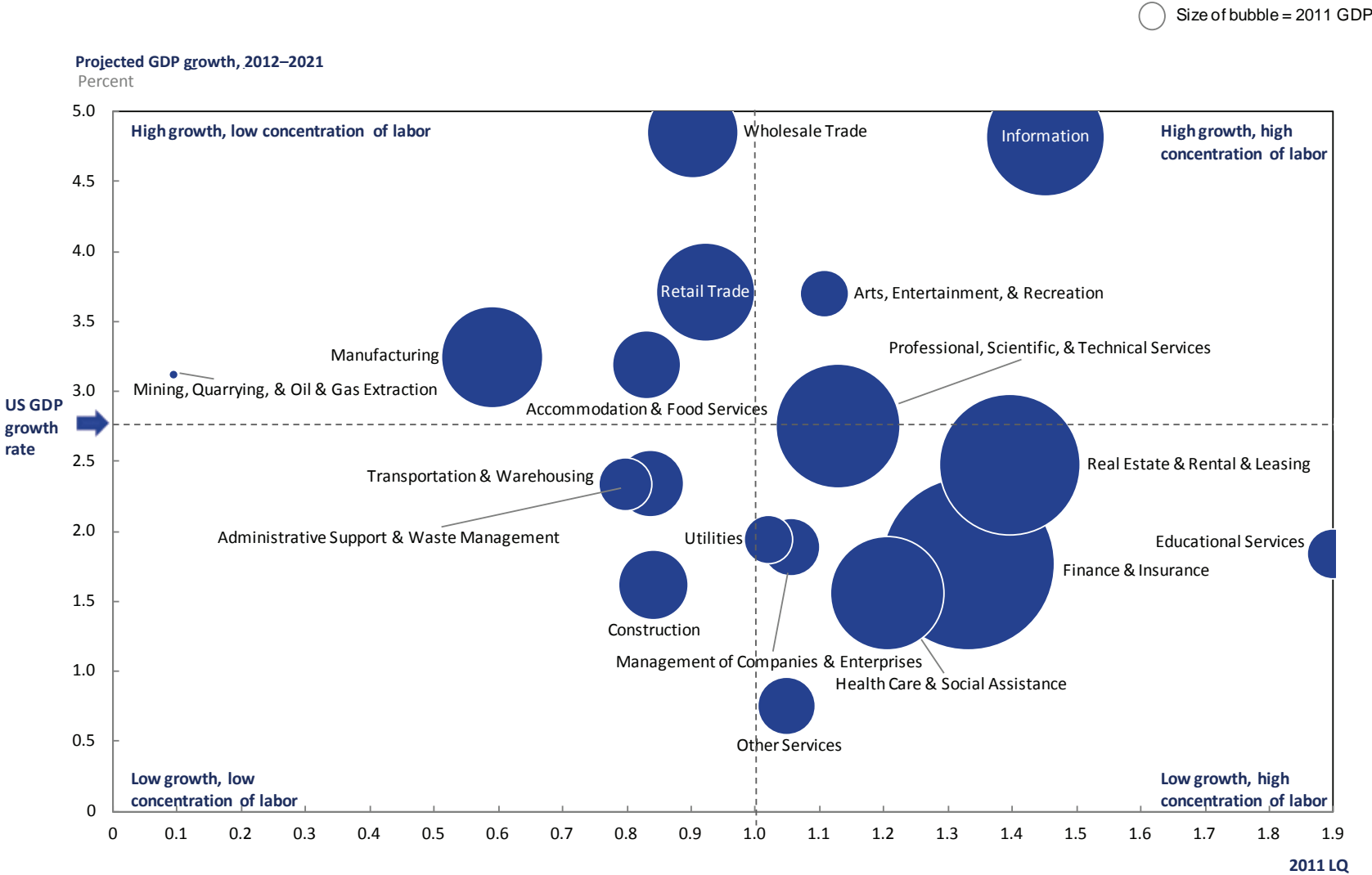
engineering, and mathematics (STEM) graduates that can help drive economic growth and innovation. In fact, with STEM degrees comprising more than 15% of the total degrees awarded on an annual basis, regions such as the Finger Lakes, North Country, and Southern Tier are ready for the high-value industries of the future. Continuing to build on New York's human capital strengths, however, requires that the facilities and structures in which that human capital is developed are state of the art and can accommodate the latest approaches to learning.

Furthermore, each Regional Economic Development Council has plans in place to improve the skills and job readiness of the State's workers. Some highlights include:

- **Workforce development in the North Country.** The Workforce Development Liaison Group has secured the assistance of Clarkson School of Business MBA Consulting Group to conduct a survey of key industry sector businesses in the region and identify skill set needs and gaps in workforce development services. The results of the survey will be used to design future programs. Outputs of this analysis may include recommended infrastructure upgrades to support these programs.
- **The Western New York Regional Economic Development Council's funded projects are advancing the Council's vision of connecting people and jobs.** The Urban Academic Skills-Industrial Trade Center is planning an important capital investment to transform the former Sattler's Department Store site on Broadway into a \$10 million urban technician training center. St. John Baptist Fruit Belt Development Corporation is working with Erie Community College to create the Center. The college plans to offer its two-year associate's degree and one-year certificate programs in technology/technician trades, including automotive technology, auto body repair, welding, sheet metal fabrication, heating, ventilation and air conditioning (HVAC), robotics, and advanced manufacturing. Additional classes will be



Exhibit 1: New York State's growing and concentrated industries are the Professional Services, Arts & Entertainment, and Information sectors



Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis

offered in math, English, General Educational Development (GED), and college prep.

- **Improving STEM education in the Capital Region.** The region's four Boards of Cooperative Educational Services have joined with the business community, community colleges, and other educational and community organizations to create the Tech Valley STEMSmart Alliance, facilitated by the Center for Economic Growth. The Alliance's mission is to facilitate connection, communication, and collaboration among a diverse spectrum of the region's stakeholders to advance and implement sustainable, scalable STEM education and prepare all students for educational and career success. Building state of the art training labs and other critical STEM-supporting facilities is expensive and requires a continued re-assessment of our State's capital spend in the education area.

IV. While New York State has world-class strengths, it faces several challenges in important areas

Though New York's unemployment rate compares favorably with its peers and the nation, the State's 2002–11 average rate of discouraged workers leaving the workforce has outpaced that of peers by 38%.

The need to fulfill economic potential across widely varying regions poses a challenge to statewide economic development. This variability is demonstrated by the extent to which New York State's economy is supported by New York City and its assets. In fact, over the past 10 years New York City has consistently accounted for half of the State's GDP and is projected to account for an even larger share in the next decade. Moreover, while the recession affected employment in all of New York State, it has disproportionately affected regions other than New York City. Though regions such as the Capital Region, Finger Lakes, Long Island, Mid-Hudson, and Western New York have growing industries, their relatively low levels of LQ (relative employment concentration) in

those industries will make capturing projected future growth a challenge.

Economic variability produces a disparity in the nature of the capital investment challenges as well. In particular, parts of the State that have experienced substantial declines in population face an acute challenge of recapitalizing and consolidating existing aging assets in the most efficient way possible. On the other hand, the excess capacity of existing capital assets can be a competitive advantage for these regions when looking to attract new employers at lower cost.

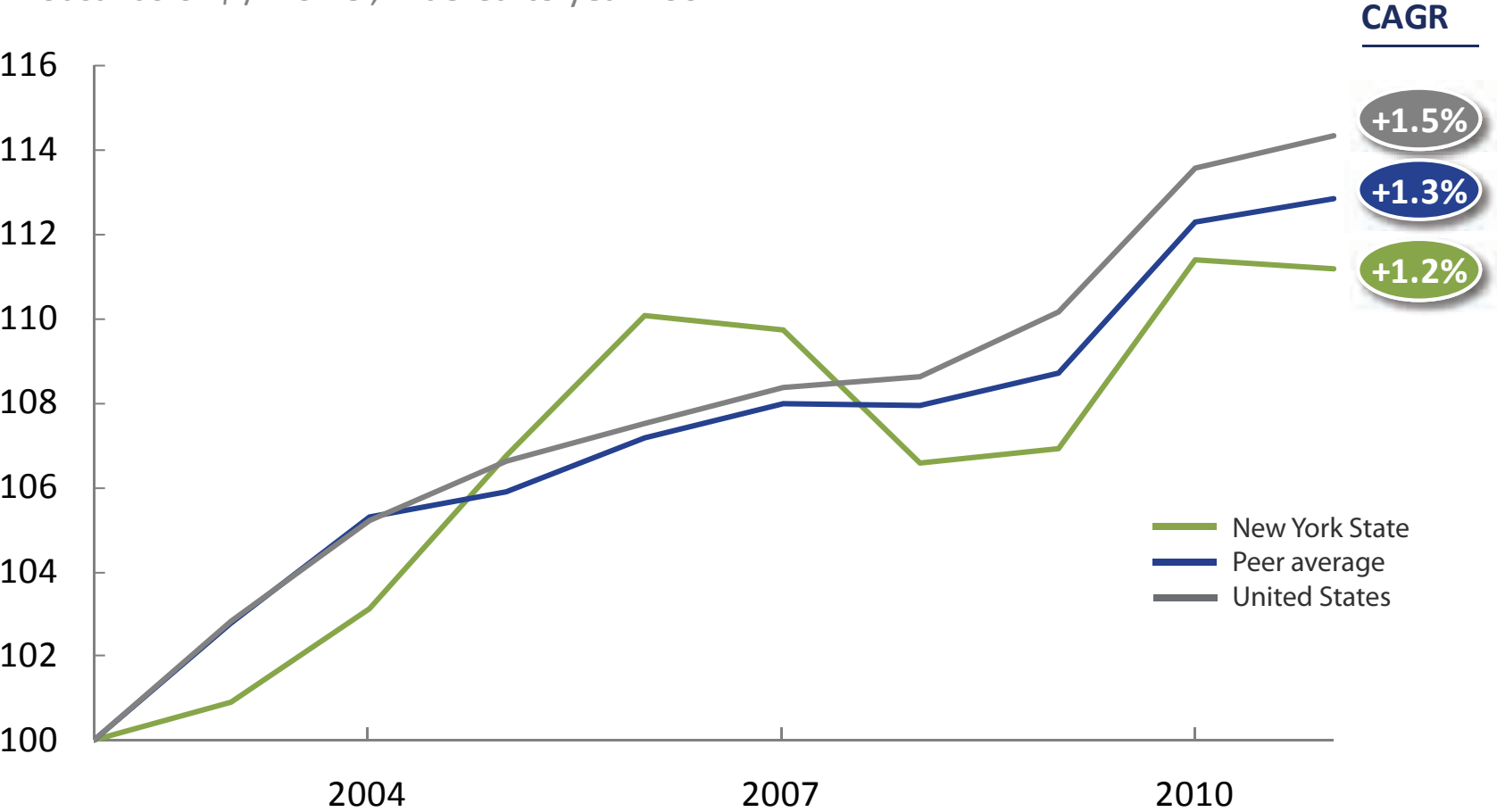
A mismatch between employer needs and worker skills has the potential to stall economic growth. Today, there are an estimated 210,000 unfilled jobs in New York. The State must continue to work with private and public sector institutions to address the workforce development gap. Accelerating efforts aimed at addressing this mismatch (such as the Next Generation NY Job Linkage Program announced in Governor Cuomo's 2013 State of the State address) will help drive New York State's economic development. An example of where such efforts are already underway is the Hudson Valley Community College Workforce Development Institute. The institute works directly with businesses and organizations to create tailored training solutions. Investment in facilities to house similar programs is critical to pushing the New York State economy forward. Its colleges and vocational programs cannot close these gaps without facilities that can accommodate development of the latest skills needs of employers.

In addition, workforce productivity has proven to be a challenge for New York. Over the past ten years, the State's workforce productivity has trailed both the State's peers and the nation as a whole (Exhibit 2). The effects of this trend will likely be exacerbated by an aging workforce (Exhibit 3).

Exhibit 2: Over the past decade, New York State’s workforce productivity has trailed both its peers¹ and the nation

Productivity, 2002–2011

Thousands of \$ / worker, indexed to year 2002



¹Peers defined as Texas, Illinois, California, New Jersey, Massachusetts, North Carolina, and Pennsylvania
 Source: Moody’s Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis

Though New York continues to be a contributor of innovation to the national economy, it faces strong competition from other states. In 2010, per capita research and development spending was higher in New York than in any other state except Massachusetts (\$255 vs. \$418) and New York's universities rank second nationally in total research dollars (California is first). Despite its investment, however, New York attracts only 4% of the nation's venture capital while California attracts 47%, ranks 22nd in the nation in industry-sponsored research compared to first place North Carolina, ranks 11th amongst states for innovation-based growth, and receives a small amount of federal Small Business Innovation Research Grants per capita when compared to California, New Jersey, and Massachusetts.

Initiatives such as the recently announced Innovation Hot Spots, which strives to create 10 higher education and private sector tech incubators, and the Innovation NY Network, which will bring venture capitalists and higher education leaders together to foster commercialization and will also strive to reform regulations around intellectual property and other regulatory barriers that slow commercialization, will be critical to driving New York's ability to compete in the innovation based global economy.

The cost of doing business in New York is higher than that of its peers. New York's cost of doing business—comprised of labor, energy, and tax costs—is higher than that of California, Florida, Illinois, and Texas (Exhibit 4).

Over the past decade, New York's average electricity prices have consistently outpaced those in peer states by an average of 41% (Exhibit 5).

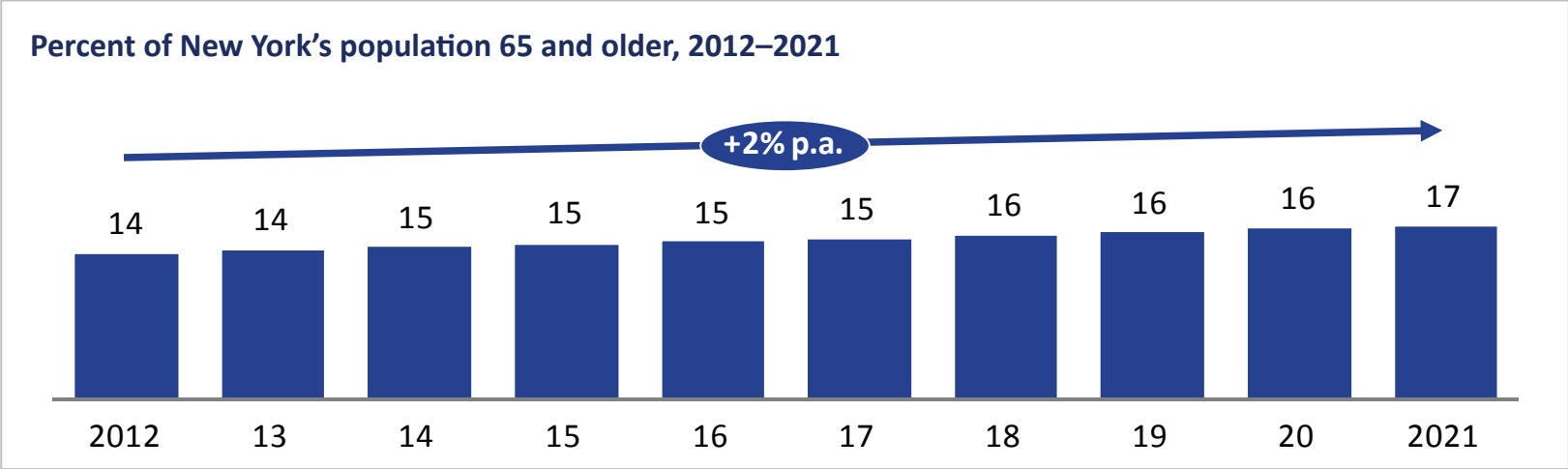
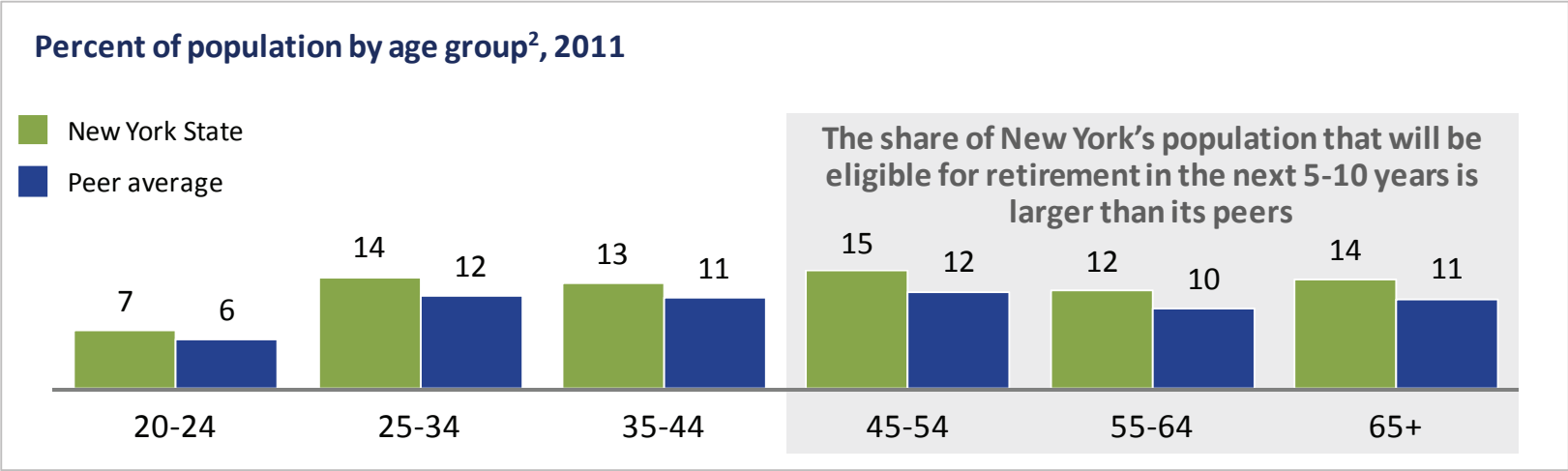
In addition, congestion costs in New York City are among the highest in the nation (Exhibit 6). As a key driver of economic activity, lowering transportation costs will have a significant effect on economic development across New York State. According to a 2008 report by the United States Chamber of Commerce, transportation infrastructure is a core enabler of each of the five economic sectors that account for 84% of the United States economy: services, manufacturing, retail, agriculture

and natural resources, and transportation providers themselves. In 2011, spending on business logistics system costs accounted for nearly 8.5% of United States GDP, or about \$1.3 trillion, and transportation costs alone accounted for 5.3% of GDP, or about \$0.8 trillion. When the transportation service sector's productivity drops and its costs go up, every sector that depends on transportation as an input also experiences a rise in costs.

While New York has significant physical and virtual infrastructure upon which to build, the State's capital assets are among the oldest in the nation and face difficult and changing climate conditions. Despite New York City's high congestion costs, average Metropolitan Statistical Area (MSA) congestion costs across New York State as a whole are 8% lower than the average across all other United States MSAs. The Metropolitan Transit Authority's (MTA's) transportation network, serving 14.9 million people in the 5,000 square-mile New York City area fanning out from New York City through Long Island, southeastern New York State, and Connecticut, helps drive congestion costs down. Additionally, the MTA emits only about 2 million metric tons pollutants while enabling New Yorkers to avoid emission of about 17 million metric tons, making New York the most carbon-efficient state in the nation.

However, within the New York City metro area specifically, inadequate transit service requires 750,000 New York City residents (nearly two-thirds of whom have a family income below \$35,000) to undergo a commute to work that takes more than an hour. In addition, the New York City metro area airports are the largest contributors to United States aviation congestion. New York has 18 public use commercial service airports, 106 public use general aviation airports, and 199 private use airports. Managing such a complex transportation sector is critical not only to New York's economy, but also economies throughout the nation where airports are closely connected with those in New York State. In addition, while more than 97% of New Yorkers have access to broadband Internet, there is disparity in quality (e.g., download speed) across regions. In each of four regions—the Capital Region, Mohawk

Exhibit 3: New York has an older population relative to peers¹ and will continue to shift towards older age groups in the next decade



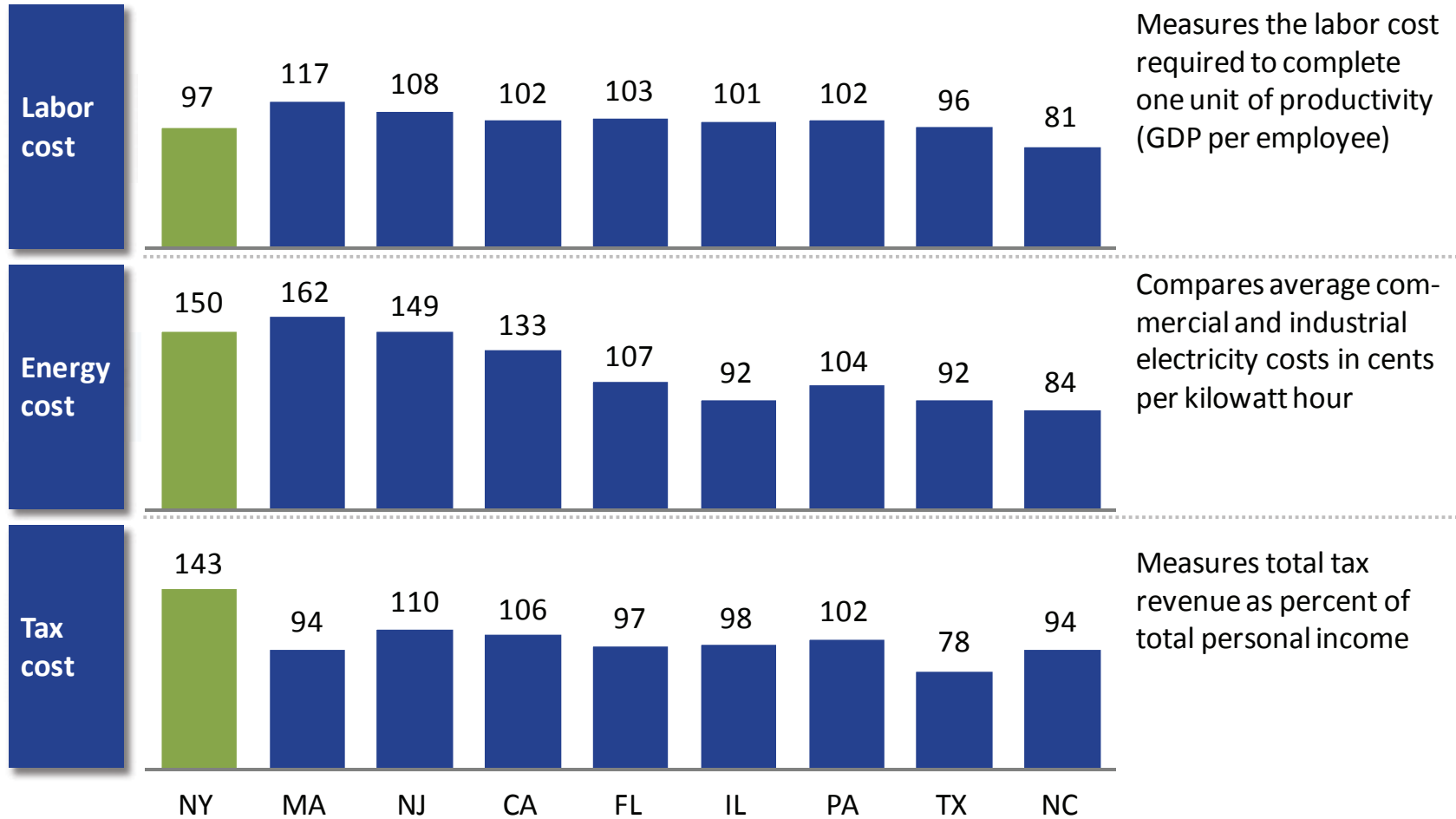
¹ Peers defined as Texas, Florida, Illinois, California, New Jersey, Massachusetts, North Carolina, and Pennsylvania

² Excluding population under 20 years old

Source: Western New York Regional Economic Development Plan; U.S. Department of Commerce, Census Bureau Decennial Census and American Community Survey; Moody's Analytics

Exhibit 4: New York has a labor cost advantage, but there are opportunities to improve relatively high energy and tax costs

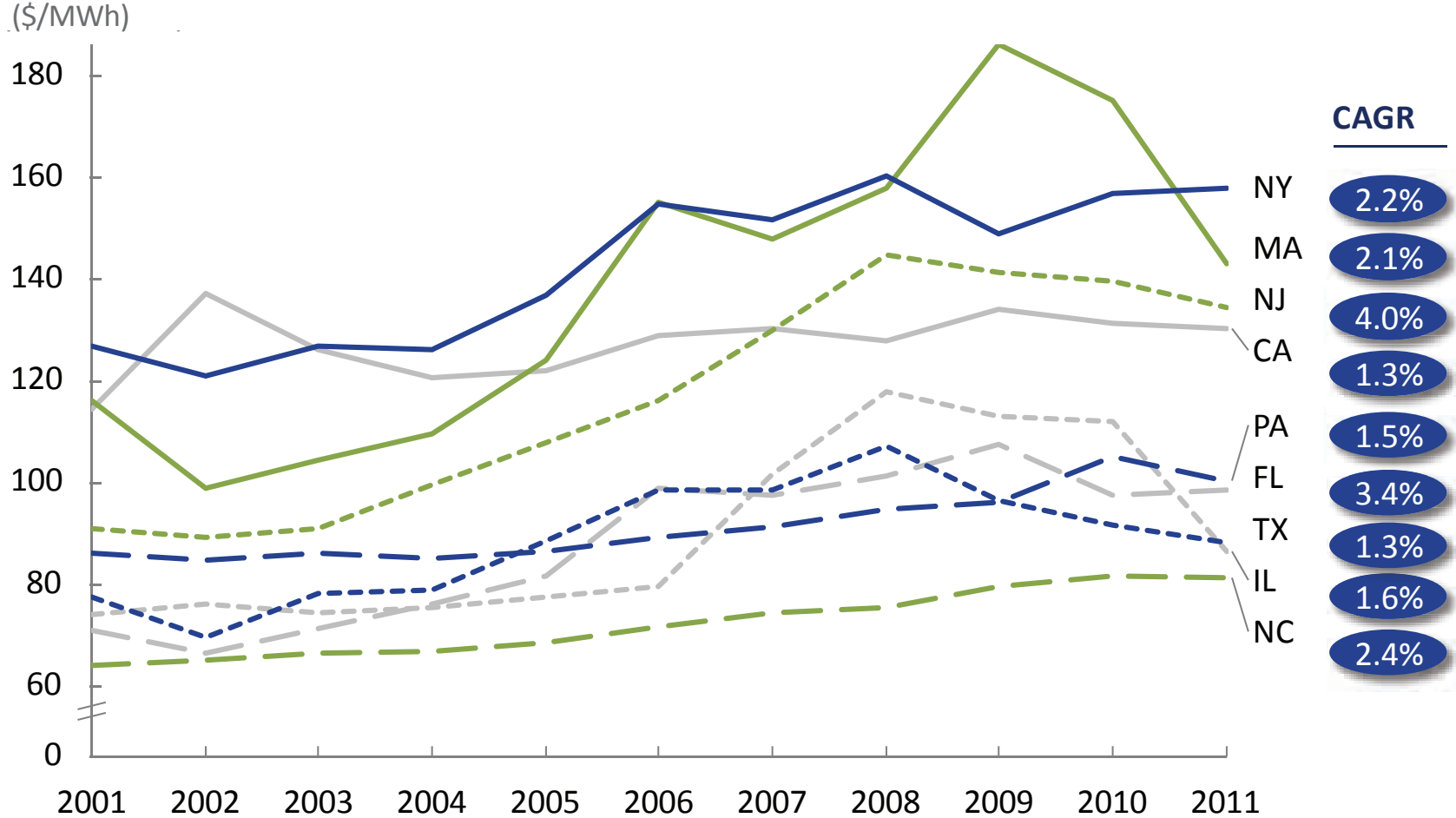
2010 Cost of Doing Business Index
100=U.S. average



Source: Moody's Analytics

Exhibit 5: Over the past decade, New York’s average electricity prices have outpaced those in peer states by 41%

Average commercial electricity prices

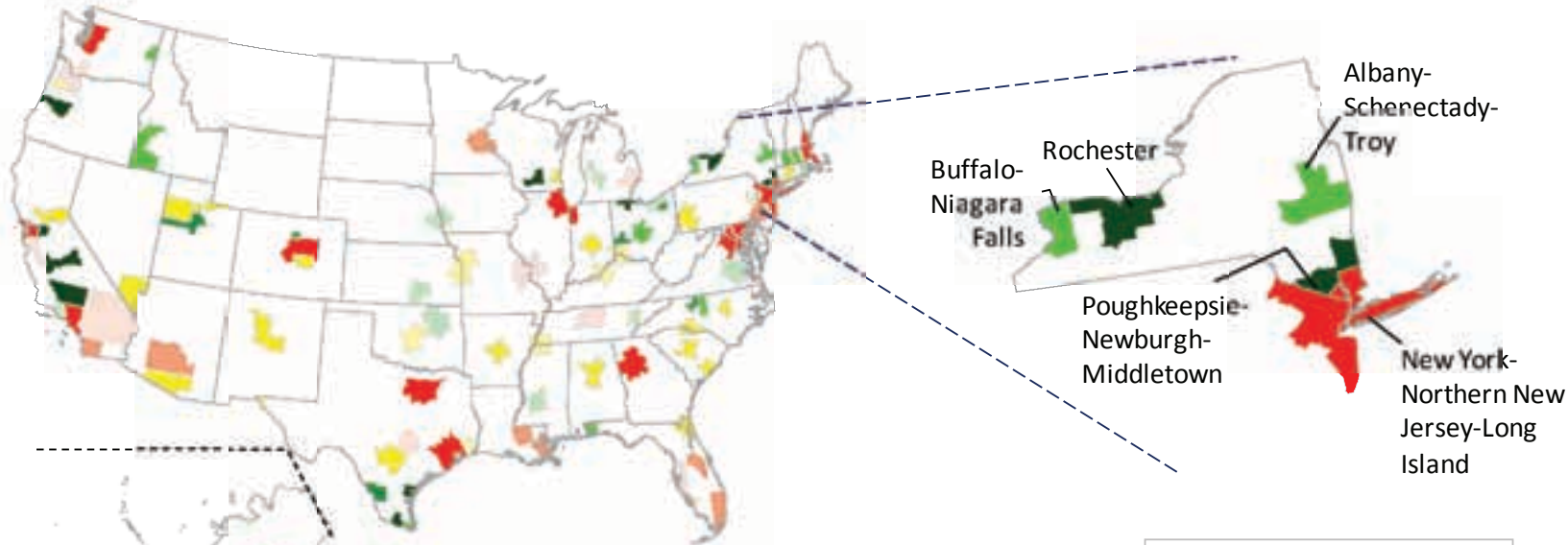


Source: Ventyx Energy Velocity, from U.S. Department of Energy, Energy Information Administration

Exhibit 6: Congestion costs in New York City are among the highest in the nation

Congestion costs¹ per auto commuter

\$ per commuter



Cost per commuter range	
\$ per commuter	
0 - 263	491 - 533
264 - 321	534 - 641
321 - 365	642 - 745
366 - 427	746 - 924
428 - 490	925 - 1,568

¹ Annual cost due to congestion calculated as annual passenger vehicle delay cost + annual passenger fuel cost + annual commercial vehicle delay cost + annual vehicle fuel cost

Source: Moody's Analytics

Valley, North Country, and Southern Tier—15 to 20% of the population lacks access to the speed thresholds established by the New York State Broadband Program Office. In each of the Central, Finger Lakes, and Western New York regions, between 5 and 10% of the population remains below speed thresholds. With 20% of its population underserved, the North Country region has the most significant broadband availability gap. This is mostly due to the high cost of building networks in areas where population is sparse and topography highly varied.

Superstorm Sandy exposed shortcomings in infrastructure readiness. With infrastructure damage due to Sandy estimated to be greater than \$7 billion and the frequency of hurricanes and other natural disasters expected to increase in the future, New York State will have to engage a broad spectrum of stakeholders to harden its infrastructure to prevent and mitigate future economic losses.

To preserve its most critical assets and further develop its infrastructure base, the State will have to take a proactive approach to addressing climate change. The recent creation of a cabinet level energy czar and establishment of the NY Green Bank, NY-Sun Solar Jobs program, and Charge NY program serve as a solid base upon which to build. In addition, the strategic integrated approach to capital investment developed by the New York Works Task Force will put the State in the position of being first in the nation with a truly comprehensive approach to capital investments.

As New York continues to develop its strategy for tomorrow, there are opportunities to bring more private capital to the State and to optimize both the location of infrastructure investment (including proximity to Canada's most populous region) and user costs across infrastructure assets (e.g., tolls, ridership fares). A thorough analysis of the revenues generated across the State's infrastructure base along with a deeper understanding of the economic activities supported by the State's infrastructure will enable the New York to better optimize its infrastructure investments.

New York State's economic relationship with Canada represents a major opportunity for long-term growth. In 2011, New York State exported \$16.3 billion and imported \$20.3 billion in commodities to and from Canada. New York State's Canada export activity of 1.4% (measured as exports to Canada as a share of total GDP) is below that of most other states in close proximity to Canada (Exhibit 7) and lower than the United States average of 1.9%. However, though New York's exports to Canada, with a 2001–11 compound annual growth rate of 5.3%, have trailed the United States rate of 5.5%, growth in exports to Canada through the New York ports of Oswego, New York City, Albany, Rochester, and Champlain-Rouses have outpaced the growth of exports to Canada through the ports of the nation as a whole. These ports can be leveraged to make our exports to Canada more competitive with our peers.

The Buffalo-Niagara region's retail industry is also a significant asset in expanding trade with Canada. The Buffalo-Niagara Region is a major shopping destination for residents of Southern Ontario. Between 2009–12, Buffalo-Niagara welcomed about 3.1 million Ontario shoppers annually: 1.2 million per year on overnight trips; 1.9 million a year on day trips. Canadian visitors are drawn by the relative strength of the Canadian dollar compared to the U.S. dollar. In addition, they are further encouraged by government policies that enable them to bring back up to CA\$200 worth of goods free of duty and tax if they spend 24 hours or more in the U.S. and up to CA\$800 if they stay for 48 hours or more.

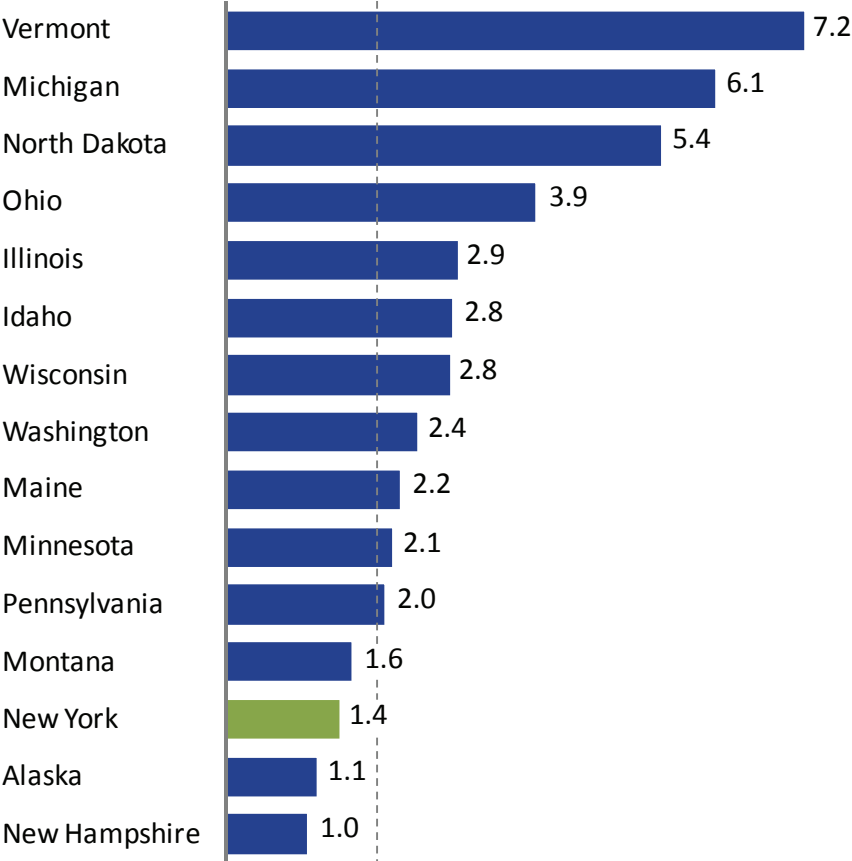
V. The State's capital strategy can guide public investment to unlock barriers and accelerate sustainable growth

In addition to increasing returns on investment across the board, New York's capital investment strategy should focus on supporting sectors where the State has globally competitive strengths and high growth industries where the State has demonstrated proprietary knowledge and a high concentration of workforce skills. Nearly every sector imaginable

Exhibit 7: New York’s export activity is below not just other states in close proximity to Canada, but also the overall U.S. average

Exports to Canada as a percent of state GDP, 2011

Percent share of total GDP



1.9 = U.S. average across all states

New York State’s top export and import sectors to and from Canada, 2011

EXPORT SECTORS

- Machinery & equipment
- Transportation equipment
- Metals
- Chemicals

IMPORT SECTORS

- Oil & gas
- Transportation equipment
- Machinery & equipment
- Metals

Source: <http://www.wisetrade.org>, from U.S. Department of Commerce, Census Bureau Foreign Trade Division; Moody’s Analytics; McKinsey and Co. analysis

in New York is materially affected by the State's choice of targets and methods for capital investment. In addition, New York's capital strategy must address the challenges brought on by regional economic disparity and climate change.

In 2011, New York State's GDP was \$1.2 trillion. Using the Division of the Budget's growth forecast, the State expects the economy to grow to \$2.0 trillion by 2022. The New York Works Task Force has set a goal of achieving a State economy with a GDP of \$2.2 trillion by 2022. Exhibit 8 demonstrates that New York can accomplish this with a compound annual growth rate of 6% between 2011 and 2022.

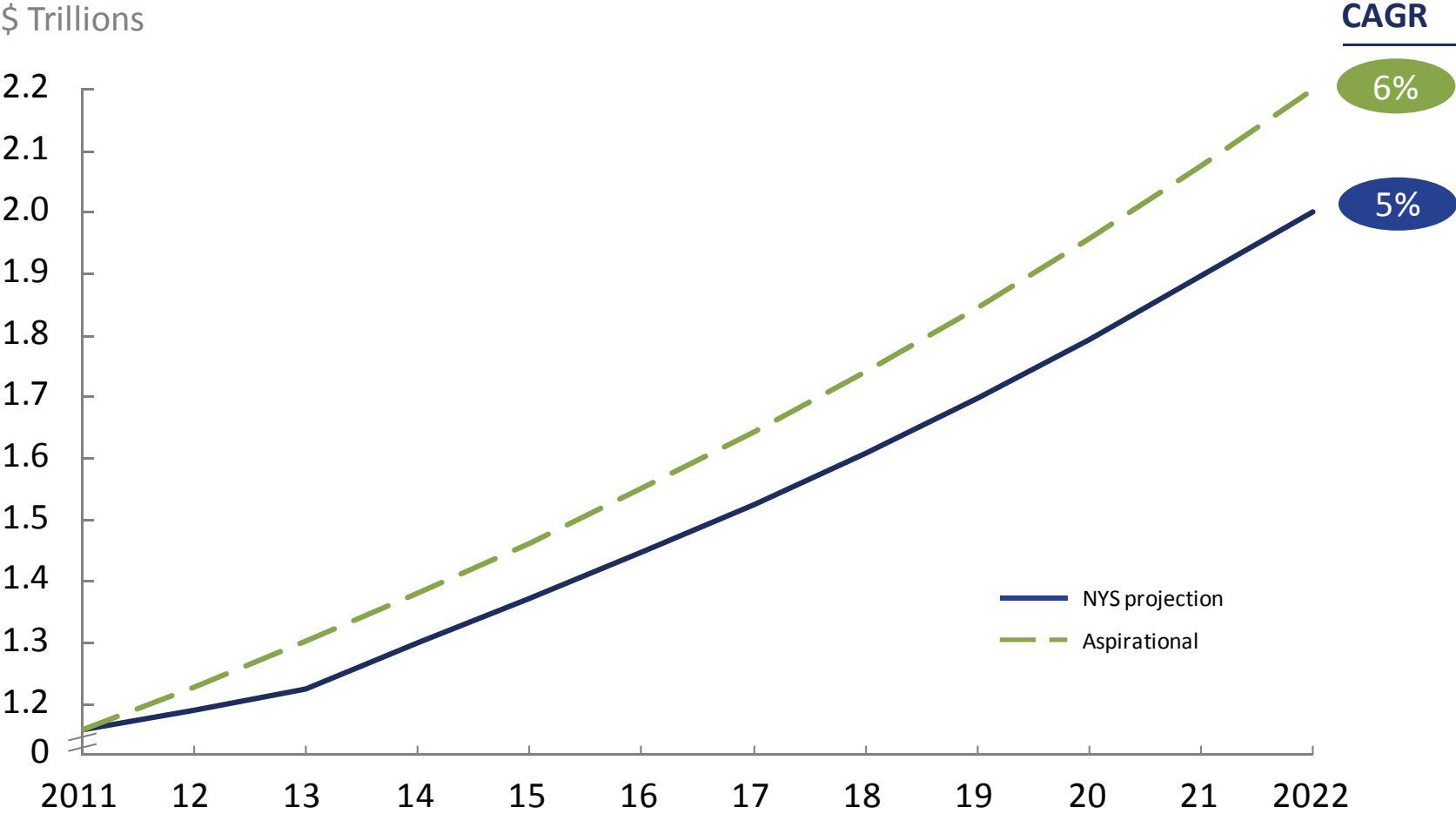
In the coming year, with the guidance of the New York Works Task Force, the State will take specific steps to ensure further alignment between capital investment and the statewide growth agenda:

- Define short-term and long-term strategic goals and objectives
- Continue to build upon the progress made by Governor Cuomo's Regional Economic Development Councils
- Further develop the recommendations presented by the Governor's post-Sandy commissions (e.g., NYS2100 Commission)
- Establish clear metrics (e.g., cost benefit, return on investment (ROI)) and design a process of annual strategic reviews to monitor performance and realign priorities to meet shifting State needs



Exhibit 8: By growing at a CAGR of 6%, the New York State economy would reach a 2022 GDP of \$2.2 trillion¹

GDP, 2011–2022



¹ NYS Division of the Budget (DOB) projected growth rates: 2.82% for 2012, 2.74% for 2013, 6.22% for 2014, 5.69% for 2015, 5.43% for 2016, 5.39% for 2017, 5.46% for 2018, 5.58% for 2019, 5.63% for 2020, 5.69% for 2021, 5.59% for 2022

Source: Moody's Analytics; NYS Division of the Budget; McKinsey and Co. analysis





Increasing Opportunities for Minority- and Women-Owned Business Enterprises

Economic opportunity for all New Yorkers has been a priority for Governor Cuomo since his first State of the State address. He has committed to increasing the utilization of minority- and women-owned business enterprises (MWBEs) in State contracting to 20% and he has operationalized that commitment by creating a team to identify opportunities for MWBEs and address barriers.

Notable achievements:

- Governor Cuomo launched a new one-stop contracting system to provide small businesses with a user-friendly web-based system that makes it quicker and easier to do business with New York State. Creating efficiency through technology, the new contract system enables current and potential MWBEs to get certified more quickly, find and bid on contract opportunities, establish contact with prime contractors seeking their service, and learn about State programs that will strengthen their businesses.
- The State has also streamlined the procedures for obtaining certification as an MWBE, which has increased the pool of certified MWBEs to 7,687, a 21% increase. The State made the application

process easier by creating a single application for certification with the State of New York, the City of New York, and the Port Authority of New York and New Jersey, as well as by putting the certification application process on-line.

- Governor Cuomo established the first statewide surety bond assistance program, which provides financial assistance in the form of credit support to help small and minority-and-women-owned businesses secure surety bonds and State contracts. The revolving loan fund provides irrevocable letters of credit for up to 30% of the base contract amount on a project-specific basis.
- The State has developed a comprehensive system for MWBEs to exchange information, ideas, and available resources to grow their business. The State hosted and participated in more than 220 outreach events and launched quarterly MWBE open houses. The open houses provide MWBEs with the opportunity to obtain certification on-site and receive specialized training.





Investment by Sector





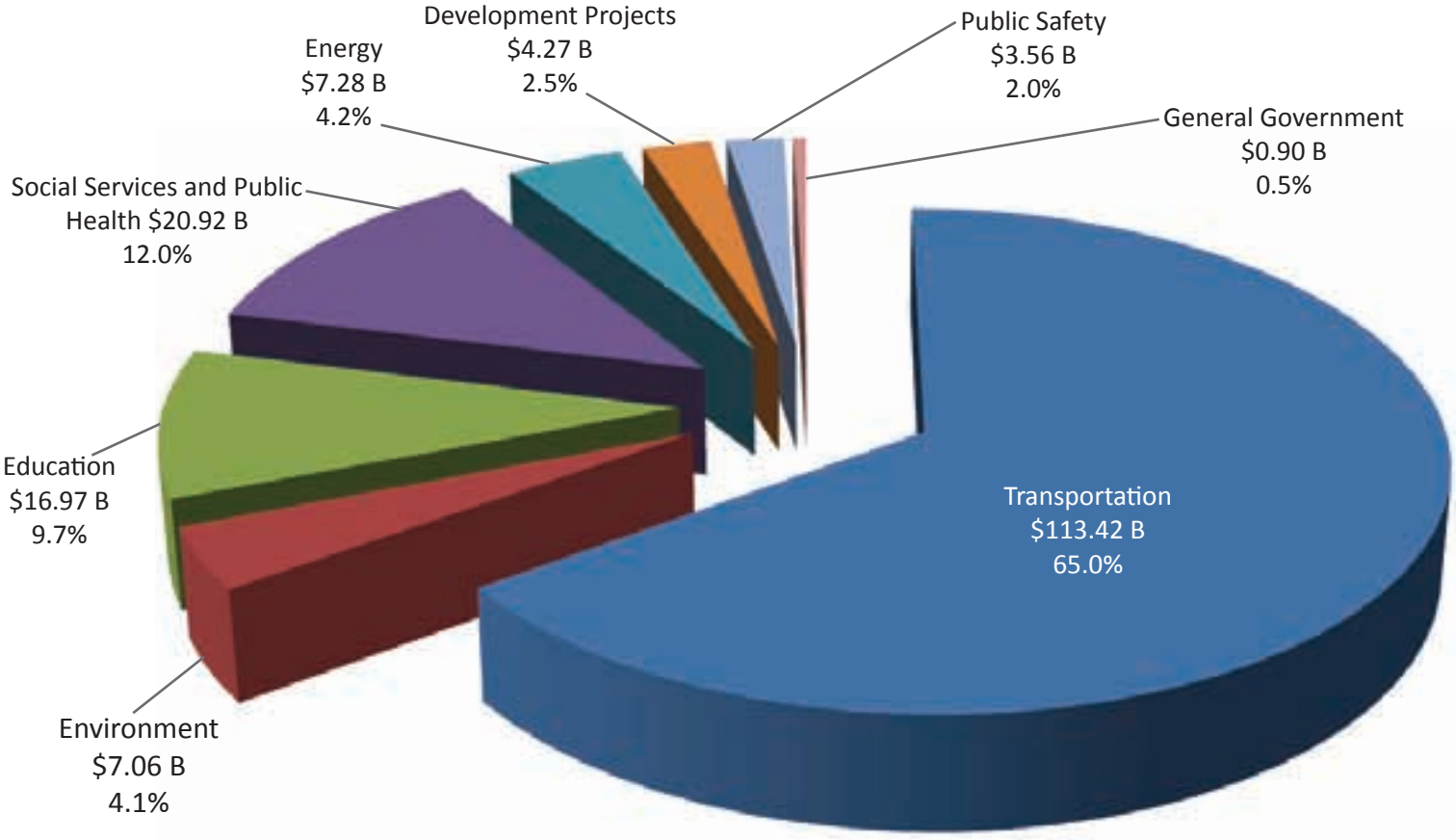
Sectors

In this section of the Statewide Capital Plan each agency and authority is presented individually within a functional sector. Each sector begins with a summary of its own, showing capital spending by category and cumulatively for all 10 years of the Plan as well as totaled for all sector entities.

By organizing State entities into sectors, policy makers and the public will gain an understanding of how the State prioritizes capital investments among distinct areas of public service. Clearly some areas, such as transportation, are much more dependent on capital investment to accomplish their objectives. Other areas such as social services and public health rely on capital investment but operating expenses are proportionally more important to their mission. Accordingly, this section should be read with the understanding that only capital investment is under consideration.

Sectors – Summary of Investments (1, 2)

Investment Commitments by Sector
Total Investment \$174.39 B

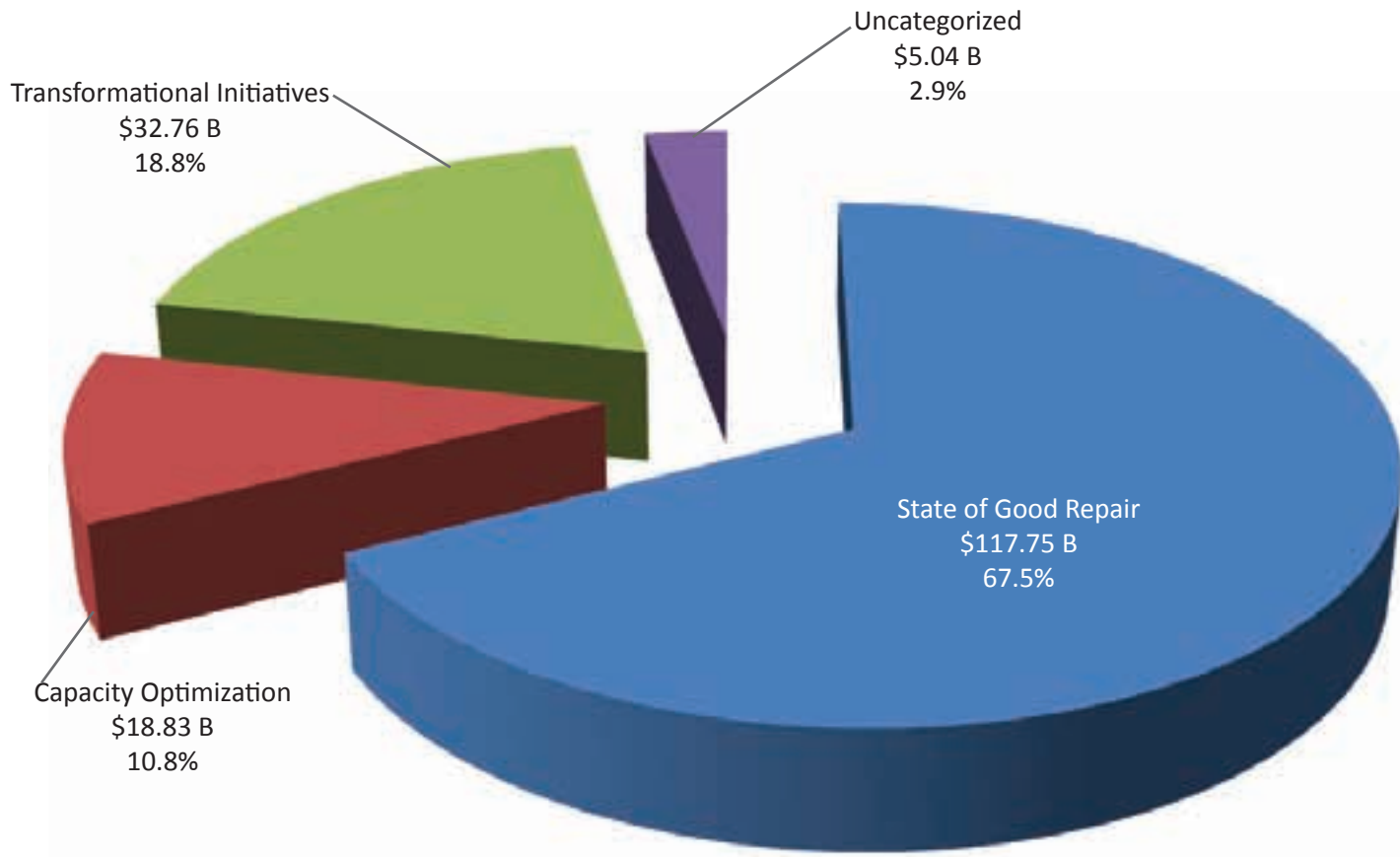


(1) All data in this Statewide Capital Plan was compiled as of April 30, 2013.

(2) Superstorm Sandy infrastructure repair, replacement, mitigation, and resiliency investments are in the process of being finalized and are not reflected in the Statewide Capital Plan.

Sectors – Summary of Investments (1, 2)

Investment Commitments by Capital Plan Category
Total Investment \$174.39 B



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Sectors – Summary of Investments (1, 2)

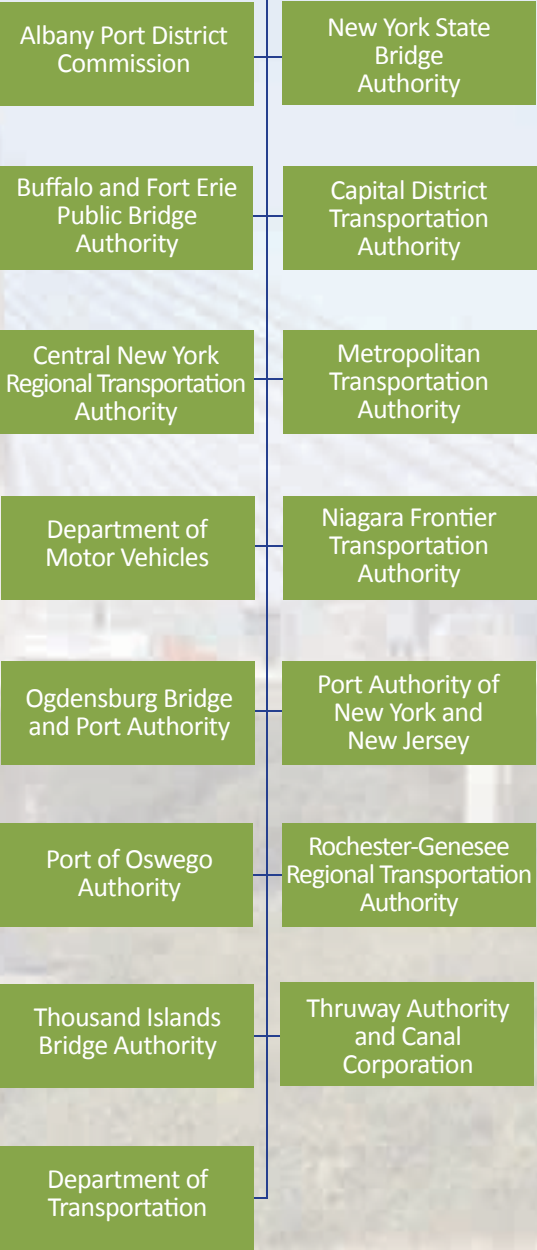
Investment Commitments by Sector											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Transportation	13,004,830	9,979,079	11,177,747	10,870,637	10,693,864	10,566,831	10,681,766	12,018,069	12,188,179	12,239,908	113,420,910
Environment	677,564	692,814	719,398	719,892	652,669	723,086	712,174	720,979	737,890	707,429	7,063,895
Education	1,826,126	1,847,897	1,714,059	1,335,554	1,562,133	1,449,182	1,613,311	1,774,579	1,903,894	1,941,624	16,968,359
Social Services and Public Health	2,272,661	2,043,437	2,007,716	2,032,412	2,042,205	2,085,013	2,095,003	2,105,093	2,115,283	2,125,576	20,924,399
Energy	1,220,138	1,232,872	1,286,811	573,332	577,738	555,651	532,301	487,033	407,253	403,302	7,276,431
Development Projects	468,353	519,589	501,436	498,155	456,714	365,257	365,903	366,242	366,630	365,700	4,273,979
Public Safety	410,904	408,621	341,695	336,025	365,611	377,543	332,306	332,367	332,923	324,553	3,562,548
General Government	184,240	86,500	79,000	79,000	79,000	79,000	79,000	79,000	79,000	79,000	902,740
<i>(\$ in thousands)</i> TOTAL	20,064,816	16,810,809	17,827,862	16,445,007	16,429,934	16,201,563	16,411,764	17,883,362	18,131,052	18,187,092	174,393,261

Investment Commitments by Capital Plan Category											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
State of Good Repair	11,444,852	10,175,275	10,986,492	11,494,895	11,533,052	11,391,128	11,636,435	12,815,539	12,961,417	13,314,016	117,753,101
Capacity Optimization	3,313,938	2,414,516	2,350,745	1,448,359	1,498,273	1,509,144	1,475,130	1,639,901	1,640,799	1,542,979	18,833,784
Transformational Initiatives	4,835,997	3,762,282	4,033,607	3,012,363	2,898,434	2,789,722	2,776,973	2,892,770	2,981,483	2,777,938	32,761,569
Uncategorized	470,029	458,736	457,018	489,390	500,175	511,569	523,226	535,152	547,353	552,159	5,044,807
<i>(\$ in thousands)</i> TOTAL	20,064,816	16,810,809	17,827,862	16,445,007	16,429,934	16,201,563	16,411,764	17,883,362	18,131,052	18,187,092	174,393,261

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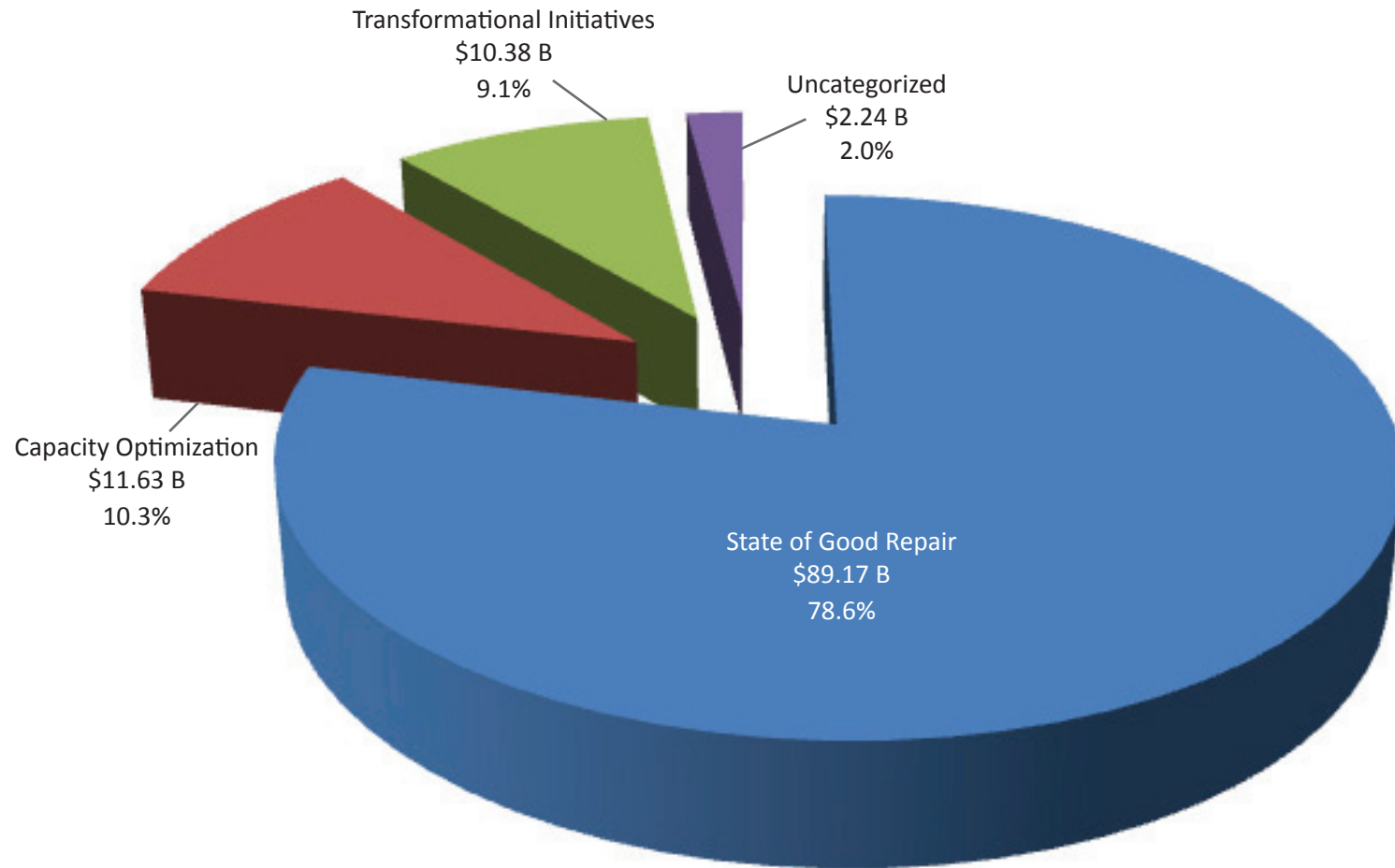




Transportation

Transportation

Investment Commitments by Capital Plan Category Total Investment \$113.42 B



Transportation

Investment Commitments by Entity											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Albany Port District Commission	2,573	4,719	4,719	4,719	1,000	2,500	2,500	2,500	1,000	1,000	27,230
New York State Bridge Authority	54,953	35,486	39,682	14,497	20,055	28,310	28,530	45,550	44,065	23,580	334,708
Buffalo and Fort Erie Public Bridge Authority	17,468	45,377	65,024	87,630	4,000	5,000	4,000	6,000	5,000	6,000	245,499
Capital District Transportation Authority	9,000	19,810	20,070	21,340	21,850	22,350	23,620	24,130	24,640	26,150	212,960
Central New York Regional Transportation Authority	16,177	7,753	15,168	17,073	47,358	10,102	13,595	15,623	12,203	20,551	175,603
Metropolitan Transportation Authority	5,129,100	3,911,000	6,033,200	5,313,200	5,313,200	5,313,200	5,313,200	6,543,600	6,543,600	6,543,600	55,956,900
Department of Motor Vehicles	205,759	207,000	212,000	218,000	222,000	226,440	230,969	235,588	240,300	245,106	2,243,162
Niagara Frontier Transportation Authority	80,020	117,979	100,208	102,952	98,484	108,353	51,498	36,287	64,448	25,424	785,653
Ogdensburg Bridge and Port Authority	16,663	16,995	17,335	17,680	18,030	18,390	18,755	19,130	19,510	19,900	182,388
Port Authority of New York and New Jersey (1)	2,942,971	1,539,738	722,440	713,954	461,984	259,477	320,450	336,473	353,296	370,961	8,021,744
Port of Oswego Authority	2,550	50	2,250	50	50	5,000	50	50	50	50	10,150
Rochester-Genesee Regional Transportation Authority	130,289	21,602	6,917	26,130	17,958	6,913	20,294	7,886	37,995	18,190	294,174
Thousand Islands Bridge Authority	11,000	11,250	11,500	16,750	12,000	12,250	12,500	12,750	13,000	13,250	126,250
Thruway Authority and Canal Corporation (2)	389,200	262,900	152,800	363,800	318,000	330,300	341,600	348,700	360,000	370,100	3,237,400
Department of Transportation	3,997,107	3,777,420	3,774,434	3,952,862	4,137,895	4,218,246	4,300,205	4,383,802	4,469,072	4,556,046	41,567,089
TOTAL	13,004,830	9,979,079	11,177,747	10,870,637	10,693,864	10,566,831	10,681,766	12,018,069	12,188,179	12,239,908	113,420,910

(\$ in thousands)

Investment Commitments by Capital Plan Category											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
State of Good Repair	8,594,858	7,290,827	8,298,787	8,714,787	8,620,309	8,690,496	8,820,059	9,950,214	10,062,968	10,128,730	89,172,035
Capacity Optimization	1,751,386	1,082,415	1,016,225	1,050,176	1,067,765	1,063,936	997,549	1,187,622	1,221,579	1,190,536	11,629,189
Transformational Initiatives	2,452,827	1,398,837	1,650,735	887,674	783,790	585,959	633,189	644,645	663,332	675,536	10,376,524
Uncategorized	205,759	207,000	212,000	218,000	222,000	226,440	230,969	235,588	240,300	245,106	2,243,162
TOTAL	13,004,830	9,979,079	11,177,747	10,870,637	10,693,864	10,566,831	10,681,766	12,018,069	12,188,179	12,239,908	113,420,910

(\$ in thousands)

(1) New York State only. (2) The Tappan Zee Bridge replacement is not included.

Albany Port District Commission

At-A-Glance

The Albany Port District Corporation (APDC) operates and maintains the Port of Albany-Rensselaer. The Port is a large multi-modal transportation facility and industrial area located on the Hudson River. Its footprint consists of approximately 280 acres of real property on both sides of the Hudson River with approximately 80% of its real property located on the Albany side and 20% on the Rensselaer side.

Significant transportation infrastructure, including maritime depots, rail lines and roads, has been constructed by the APDC on both sides of the Hudson River to support commerce at the Port and beyond. It is open to shipping traffic year-round. An average of 65 large cargo ships (approximately 400–700 feet in length) dock each year at the Port. Each year, these ships load/unload an approximate average of 423,000 tons of cargo across the docks in Albany and Rensselaer.

Long-shore labor positions associated with these operations work an approximate average of 46,000 person-hours annually. The APDC employs a staff of 15 full-time equivalents and approximately 30 part-time positions related to Port security.

Capital Program Components

Maintain the Existing Infrastructure

These projects include repair/replacement of existing wharf substructures (e.g., timber pilings), rail repairs (tie replacement), replacement/retrofit cargo handling equipment (e.g., forklift trucks), roof replacement/repair (e.g., Port warehouses, storage sheds), paving of the maritime area, and other miscellaneous repairs to existing infrastructure.

Wharf Expansion

Currently only one ship can be docked/serviced on the Rensselaer side of the Port. It is estimated that the installation of 600 feet of modern wharf to replace a deteriorated, unstable section on the Rensselaer side of the Port would double the ships being docked annually from approximately 8–12 to 16–24 ships and enable barge traffic of aggregate material. Forty to 50 jobs construction jobs and 8–14 permanent jobs will be created with the wharf extension project.

The APDC has already received funding commitments from the Department of Transportation via the Multi-Modal Program in the amount of \$1.57 million and the NYS Rebuild and Renew Transportation Bond Act in the amount of \$9.88 million for 90% of the costs.

Albany Port District Commission: Wharf Modernization

The 1,200 feet of wharf on the Rensselaer side of the Port consists of 600 feet of wharf originally built in the 1920s atop a timber pile structure and 600 feet of more modern wharf installed in the 1980s. Maritime use of the Rensselaer side of the Port is limited to the newer section of wharf. Currently only one ship can be docked in this location.

Reconstruction of the deteriorated section of wharf is set to begin in 2013. It is estimated that installation of 600 feet of modern wharf on the Rensselaer side of the Port would double the ships being docked annually from approximately 8–12 to 16–24 ships and enable barge traffic of aggregate material. Direct job growth solely due to completion of the 600 feet of wharf on the Rensselaer side is 40–50 construction jobs and 8–14 permanent APDC jobs.



Albany Port District Commission

Proposed Commitments Statewide (1)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Uncategorized	2,573	4,719	4,719	4,719	1,000	2,500	2,500	2,500	1,000	1,000	27,230
TOTAL	2,573	4,719	4,719	4,719	1,000	2,500	2,500	2,500	1,000	1,000	27,230
Capital Plan Categories											
State of Good Repair	1,000	1,424	1,424	1,424	1,000	1,000	1,000	1,000	1,000	1,000	11,272
Capacity Optimization	1,573	3,295	3,295	3,295	0	1,500	1,500	1,500	0	0	15,958
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	2,573	4,719	4,719	4,719	1,000	2,500	2,500	2,500	1,000	1,000	27,230
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Commission's fiscal year that ends during the State fiscal year.

Albany Port District Commission

Cash Disbursements (1)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	0	0	0	0	0	0	0	0	0	0	0
Planned Spending (Progam Component 1)	1,000	1,424	1,424	1,424	1,000	1,000	1,000	1,000	1,000	1,000	11,272
Planned Spending (Progam Component 2)	1,573	3,295	3,295	3,295	0	1,500	1,500	1,500	0	0	15,958
TOTAL	2,573	4,719	4,719	4,719	1,000	2,500	2,500	2,500	1,000	1,000	27,230
Source of Funds											
Commission Pay-As-You-Go	1,000	1,424	1,424	1,424	1,000	1,500	1,500	1,500	1,000	1,000	12,772
Multi Model IV Progam Funds	1,573	0	0	0	0	0	0	0	0	0	1,573
NYS Rebuild and Renew Transportation Bonds	0	3,295	3,295	3,295	0	1,000	1,000	1,000	0	0	12,885
TOTAL	2,573	4,719	4,719	4,719	1,000	2,500	2,500	2,500	1,000	1,000	27,230
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Commission's fiscal year that ends during the State fiscal year.

New York State Bridge Authority

At-A-Glance

The New York State Bridge Authority (NYSBA) is a regional public benefit authority in the Hudson Valley charged with the responsibility to maintain and operate five vehicular bridges crossing the Hudson River, supporting facilities, overpasses, and roadways, including the maintenance of the structure of the Walkway Over the Hudson Bridge (formerly the Poughkeepsie–Highland Railroad Bridge). The major vehicular facilities are six long-span bridges (those more than 1,000 feet long): the Bear Mountain, Newburgh–Beacon, Mid-Hudson, Kingston–Rhinecliff, and Rip Van Winkle Bridges. The NYSBA's 24/7 workforce for the five main bridges includes approximately 130 full-time and 65 part-time employees.

NYSBA receives no federal, State, or local tax revenues for the operation and maintenance of these facilities, funding these obligations through the collection of tolls.

The Hudson Valley comprises a number of small communities. Frequently, jobs are on one side of the river while residences are on the other. The same scenario applies to hospitals, retail outlets, colleges and any number of economically and socially critical aspects of life. Most NYSBA facilities are viewed as extensions of local roads, reducing the barrier of the Hudson River and enabling an integrated and cohesive regional economy.

Patrons who utilize the NYSBA commuter discount plan account for more than 26,000 daily crossings and represent 17% of daily traffic. Local commercial traffic is estimated at approximately 4,500 crossings per day and interstate commercial traffic (principally at the Newburgh–Beacon Bridge) is estimated at approximately 5,700 crossings per day.

On average, non-commuter plan crossings by passenger vehicles account for an additional 73,000 trips daily at the smaller bridges.

While the twin-span Newburgh–Beacon Bridge, which carries Interstate 84, serves the local community and is a substantial link to Metro-North Railroad's Hudson River line, the bridge is also one of the principal commercial routes to the New England states from the rest of the country. This bridge carries about half the traffic on the NYSBA system and provides more than 55% of the revenue.

Capital Program Components

Bridge Construction and Maintenance

Significant projects in the 10-year capital plan include:

- \$15 million Newburgh–Beacon Bridge north span lead abatement and repainting project, final phase (2013). \$81 million Newburgh–Beacon Bridge south span deck replacement (2013–15)
- \$75 million Newburgh–Beacon Bridge north span deck replacement (2019–21)
- \$18 million Bear Mountain Bridge deck replacement (2021–22)
- \$9 million Mid-Hudson Bridge main cable evaluation and suspender cable replacement (2022).

New York State Bridge Authority

Proposed Commitments Statewide (1)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Bridge Reconstruction and Maintenance	54,953	35,486	39,682	14,497	20,055	28,310	28,530	45,550	44,065	23,580	334,708
TOTAL	54,953	35,486	39,682	14,497	20,055	28,310	28,530	45,550	44,065	23,580	334,708
Capital Plan Categories											
State of Good Repair	54,953	35,486	39,682	14,497	20,055	28,310	28,530	45,550	44,065	23,580	334,708
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	54,953	35,486	39,682	14,497	20,055	28,310	28,530	45,550	44,065	23,580	334,708
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Authority's fiscal year that ends during the State fiscal year.

New York State Bridge Authority

Cash Disbursements (1)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	0	0	0	0	0	0	0	0	0	0	0
Planned Spending	54,953	35,486	39,682	14,497	20,055	28,310	28,530	45,550	44,065	23,580	334,708
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	54,953	35,486	39,682	14,497	20,055	28,310	28,530	45,550	44,065	23,580	334,708
Source of Funds											
Bond Financing	42,250	31,500	12,000	0	0	25,000	25,000	20,000	0	0	155,750
Authority Pay-As-You-Go	12,703	3,986	27,682	14,497	20,055	3,310	3,530	25,550	44,065	23,580	178,958
TOTAL	54,953	35,486	39,682	14,497	20,055	28,310	28,530	45,550	44,065	23,580	334,708
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Authority's fiscal year that ends during the State fiscal year.

Buffalo and Fort Erie Public Bridge Authority

At-A-Glance

The Buffalo and Fort Erie Public Bridge Authority (BFEPBA) is an international entity created pursuant to a compact entered into by the State of New York, with the consent of Congress, and the Government of Canada. The BFEPBA is governed by a ten member board consisting of five members from New York State and five members from Canada. The BFEPBA has an annual operating budget of approximately \$22 million, with 95 full-time equivalent employees.

The BFEPBA's principal asset and source of revenues is the "Peace Bridge," a major international toll crossing spanning the Niagara River between Buffalo, New York and Fort Erie, Ontario. The BFEPBA also owns and maintains a 17-acre plaza in Buffalo and a 65-acre plaza in Fort Erie.

In addition to being a principal artery in the Niagara Frontier of travel and commerce between the United States and Canada, the Peace Bridge is a vital link to long-distance, interstate travel and international trade. Approximately six million vehicles cross the Peace Bridge annually, representing \$30 billion in commerce between the United States and Canada. Within New York State, Peace Bridge freight supports \$12.3 billion in yearly business sales, almost 74,000 jobs, \$3.6 billion in household income, and \$1.3 billion in federal tax receipts.

Capital Program Components

Equipment and Vehicles

Expenditures to sustain and facilitate current toll collection processes and to provide adequate vehicles, equipment, and computer systems to maintain operations. Included in this category is the cost of E-ZPass transponders, replacement vehicles, computer hardware, software and maintenance, and cash counting equipment.

Building Systems and Transportation Infrastructure

Expenditures to renovate and rehabilitate existing facilities, thereby maintaining the assets in a state of good repair.

Bridge Redecking

Expenditures to remove and replace the entire original bridge deck, thereby maintaining the asset in a state of good repair.

Facilities – Federal Inspection Agencies

Expenditures to expand inspection facilities (building, booths, garages, etc.) for use by U.S. and Canadian federal agencies.

Buffalo and Fort Erie Public Bridge Authority

Proposed Commitments Statewide (1)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Equipment and Vehicles	1,249	396	2,018	930	1,000	2,000	1,000	2,000	1,000	2,000	13,593
Building Systems and Transportation Infrastructure	10,574	2,814	200	200	1,000	1,000	1,000	1,000	1,000	1,000	19,788
Bridge Redecking	2,489	13,533	41,500	69,500	0	0	0	0	0	0	127,022
Facilities for Federal Inspection Agencies	3,156	28,634	21,306	17,000	2,000	2,000	2,000	3,000	3,000	3,000	85,096
TOTAL	17,468	45,377	65,024	87,630	4,000	5,000	4,000	6,000	5,000	6,000	245,499
Capital Plan Categories											
State of Good Repair	3,549	2,996	43,718	70,630	4,000	5,000	4,000	6,000	5,000	6,000	150,893
Capacity Optimization	13,919	27,381	5,306	0	0	0	0	0	0	0	46,606
Transformational Initiatives	0	15,000	16,000	17,000	0	0	0	0	0	0	48,000
TOTAL	17,468	45,377	65,024	87,630	4,000	5,000	4,000	6,000	5,000	6,000	245,499
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Authority's fiscal year that ends during the State fiscal year.

Buffalo and Fort Erie Public Bridge Authority

Cash Disbursements (1)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Currently Board-approved Capital Programs	17,468	30,377	10,024	0	0	0	0	0	0	0	57,869
Spending from New Commitments	0	15,000	55,000	87,630	4,000	5,000	4,000	6,000	5,000	6,000	187,630
TOTAL	17,468	45,377	65,024	87,630	4,000	5,000	4,000	6,000	5,000	6,000	245,499
Source of Funds											
Authority Bond Financing	0	0	10,000	80,000	0	0	0	0	0	0	90,000
Authority Pay-As-You-Go	17,468	45,377	55,024	7,630	4,000	5,000	4,000	6,000	5,000	6,000	155,499
TOTAL	17,468	45,377	65,024	87,630	4,000	5,000	4,000	6,000	5,000	6,000	245,499
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Authority's fiscal year that ends during the State fiscal year.

Capital District Transportation Authority

At-A-Glance

The Capital District Transportation's (CDTA) service area covers Albany, Rensselaer, Saratoga, and Schenectady Counties and a population of 769,000. CDTA and its 650 employees operate three bus operations facilities as well as two train stations, one in Rensselaer and one in Saratoga.

CDTA's Albany bus facility is its largest, with most of its Albany buses garaged there. Heavy duty vehicle maintenance for all three transit divisions takes place at this facility. Most of the administrative operations and support functions are operated out of Albany, including all paratransit service.

The Troy division facility garages all Troy buses that serve the City of Troy and surrounding towns and villages. The Troy facility performs light vehicle maintenance, including preventive maintenance inspections.

The Schenectady facility garages all Schenectady buses serving the City of Schenectady and surrounding towns and villages. The Schenectady facility performs light vehicle maintenance, including preventive maintenance inspections.

Amtrak leases the majority of space at Rensselaer Rail Station. CDTA transit planning, scheduling, and marketing activities are also located at this facility.

CDTA undertakes capital projects that support its mission to transport people safely and efficiently. The focus is on keeping its fleet, facilities, and support equipment in a state of good repair through proper maintenance and replacements. Items such as facilities, shelters,

equipment, and information technology, while not direct to the operation, are still significant in ensuring the vehicles can do their job.

Capital Program Components

Preventive Maintenance

Capital costs associated with vehicle maintenance. CDTA has approximately 80 vehicles that have either reached or exceeded the 12 year useful life, which at today's cost is \$33.6 million. CDTA has embarked on a program to extend the life of these buses by purchasing replacement engines and doing overhauls to keep these buses in good road condition until they can be replaced.

Revenue Vehicles

Purchase revenue vehicles to replace those that have met their useful life. CDTA's fleet replacement strategy includes procuring one-twelfth of its vehicles per year at a cost between \$8 and \$10 million.

Facilities

Capital costs associated with building maintenance and repair.

Equipment

Capital costs associated with upkeep and replacement of support equipment. Significantly, CDTA will embark on the procurement of a new radio system to replace an outdated, inefficient communication system. This capital project has a cost estimate of \$20 million to complete.

Capital District Transportation Authority

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Preventive Maintenance	5,100	6,000	6,000	6,500	6,500	6,500	7,000	7,000	7,000	7,500	65,100
Revenue Vehicles	1,600	11,500	11,750	12,260	12,760	13,260	13,760	14,260	14,760	15,260	121,170
Facilities	2,000	2,000	2,000	2,250	2,250	2,250	2,500	2,500	2,500	3,000	23,250
Equipment	300	310	320	330	340	340	360	370	380	390	3,440
TOTAL	9,000	19,810	20,070	21,340	21,850	22,350	23,620	24,130	24,640	26,150	212,960
Capital Plan Categories											
State of Good Repair	9,000	19,810	20,070	21,340	21,850	22,350	23,620	24,130	24,640	26,150	212,960
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	9,000	19,810	20,070	21,340	21,850	22,350	23,620	24,130	24,640	26,150	212,960
<i>(\$ in thousands)</i>											

Capital District Transportation Authority

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments From Prior Year	0	0	0	0	0	0	0	0	0	0	0
Planned Spending	9,000	19,810	20,070	21,340	21,850	22,350	23,620	24,130	24,640	26,150	212,960
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	9,000	19,810	20,070	21,340	21,850	22,350	23,620	24,130	24,640	26,150	212,960
Source of Funds											
Bond Financing	0	9,410	11,070	11,840	12,350	12,850	13,620	14,130	14,640	15,650	115,560
Federal Pay-As-You-Go	8,100	8,100	8,100	8,550	8,550	8,550	9,000	9,000	9,000	9,450	86,400
State Pay-As-You-Go	900	2,300	900	950	950	950	1,000	1,000	1,000	1,050	11,000
TOTAL	9,000	19,810	20,070	21,340	21,850	22,350	23,620	24,130	24,640	26,150	212,960
<i>(\$ in thousands)</i>											

Central New York Regional Transportation Authority

At-A-Glance

The Central New York Regional Transportation Authority (CNYRTA), otherwise known as “Centro,” through its various Centro and related operating companies is the public mass transportation provider in the Central New York region. The CNYRTA has an annual operating budget of approximately \$60 million. Its approximately 650 full-time equivalent employees provide fixed route and paratransit (Americans with Disabilities Act) service to approximately 12 million riders across four counties: Onondaga, Cayuga, Oswego, and Oneida. The CNYRTA’s 240 vehicles operate out of seven facilities.

Operating subsidiaries include:

- CNY Centro Inc. provides fixed route public transit services in Onondaga County and delivers a broad spectrum of operational and support services for all subsidiaries, such as heavy vehicle maintenance, route planning and scheduling, marketing, and other administrative and support functions
- Centro Call A Bus Inc. provides demand response paratransit services in Onondaga County
- Centro of Oneida Inc. provides fixed route public transit services and ADA mandated disabled services in Oneida County
- Centro of Oswego Inc. provides fixed route public transit services and ADA mandated disabled services in Oswego County
- Centro of Cayuga Inc. provides fixed route public transit services and ADA mandated disabled services in Cayuga County

- Centro Parking Inc. manages three State-owned, multi-level parking garages
- Intermodal Transportation Center Inc. operates the William F. Walsh Regional Transportation Center near the north-side of the City of Syracuse

CNYRTA’s capital program strategy begins with a commitment to maintaining a solid “state of good repair” program. The over-arching goals are the replacement of fleet and facilities at the end of their federally mandated minimum useful lives.

Capital Program Components

Preventive Maintenance

Ongoing preventive maintenance activities to properly maintain capital assets (buses, equipment, and facilities) procured with federal funds. Such expenditures are explicitly defined as eligible “capital expenditures” under federal and State grant programs.

Equipment

New projects to improve the operations of the CNYRTA and increase the attractiveness of its services to the public, such as bus shelters and bus stop signs, development of the new Transfer Hub in downtown Syracuse, buses for fleet expansion, and facility improvements.

Revenue Vehicles

Ongoing replacements of mass transit vehicles (buses) and bus-related equipment.

Facilities

Facility maintenance projects to keep buildings in a state of good repair.

Central New York Regional Transportation Authority

Proposed Commitments Statewide

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Preventive Maintenance	7,199	7,371	7,548	7,730	7,918	8,112	7,951	8,517	8,728	8,946	80,020
Equipment	8,979	382	552	188	790	424	469	106	850	445	13,184
Revenue Vehicles	0	0	5,818	5,155	20,650	1,566	5,175	7,000	2,625	11,160	59,149
Facilities	0	0	1,250	4,000	18,000	0	0	0	0	0	23,250
TOTAL	16,177	7,753	15,168	17,073	47,358	10,102	13,595	15,623	12,203	20,551	175,603
Capital Plan Categories											
State of Good Repair	16,177	7,753	15,168	17,073	29,358	10,102	13,595	15,623	12,203	20,551	157,603
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	0	0	0	0	18,000	0	0	0	0	0	18,000
<i>(\$ in thousands)</i> TOTAL	16,177	7,753	15,168	17,073	47,358	10,102	13,595	15,623	12,203	20,551	175,603

Central New York Regional Transportation Authority

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	0	0	0	0	0	0	0	0	0	0	0
Spending from New Commitments	16,177	7,753	15,168	17,073	47,358	10,102	13,595	15,623	12,203	20,551	175,603
TOTAL	16,177	7,753	15,168	17,073	47,358	10,102	13,595	15,623	12,203	20,551	175,603
Source of Funds											
Federal Pay-As-You-Go	12,942	6,202	12,134	13,658	37,886	8,082	10,876	12,498	9,762	16,441	140,481
State Pay-As-You-Go (Other)	3,235	1,551	3,034	3,415	9,472	2,020	2,719	3,125	2,441	4,110	35,122
TOTAL	16,177	7,753	15,168	17,073	47,358	10,102	13,595	15,623	12,203	20,551	175,603
<i>(\$ in thousands)</i>											

Metropolitan Transportation Authority

At-A-Glance

The Metropolitan Transportation Authority (MTA) provides transportation services to 12 counties in New York and counties in Connecticut. These services are provided by five operating agencies: New York City Transit, Long Island Rail Road, Metro-North Railroad, MTA Bus, and Bridges and Tunnels. An additional agency called Capital Construction is charged with the delivery of the “mega” projects to expand the MTA network. The MTA has a total of 65,780 employees.

In 2011, the MTA provided the following service:

- Subways: 23 subway lines transporting 1.64 billion customers
- Buses: 297 bus routes transporting 784 million customers
- Long Island Rail Road: 11 lines transporting 81 million customers
- Metro-North Railroad: 8 lines transporting 82 million customers
- Bridges and Tunnels: 7 bridges and 2 tunnels transporting 280 million vehicles

The MTA has five operating agencies plus the Capital Construction agency:

- New York City Transit: Provides subway and bus services in the New York City area. The investments contained in this plan will help to maintain infrastructure, provide new fleets of subway trains and buses, refurbish stations, etc.
- Long Island Rail Road: Provides commuter rail services between New York City and Long Island. The investments contained in this plan will help to maintain infrastructure, expand capacity at Jamaica, etc.

- Metro-North Railroad: Provides commuter services between New York City and the Hudson Valley and Connecticut. The investments contained in this plan will help to maintain infrastructure, modernize rail fleets, etc.
- MTA Bus: Provides bus services in the New York City area. The investments contained in this plan will help to maintain depots, modernize bus fleets, etc.
- Bridges and Tunnels: Provides seven major bridges and two tunnels in the New York City area. The investments contained in this plan will help to maintain infrastructure, provide new toll payment technology, etc.
- Capital Construction: Delivers “mega” projects for the operating agencies. The investments contained in this plan will help construct East Side Access and the Second Avenue Subway.

Capital Program Components

Revenue Rolling Stock

This program component is for the purchase of revenue service vehicles needed for delivery of passenger service for all operating agencies, including subway cars, commuter rail vehicles, buses, and paratransit.

ROW Track/Structures

This program component is for state of good repair and system improvement investment needs for infrastructure assets along the network right of way for NYC Transit, Long Island Rail Road and Metro-North Railroad, such as track, line structures (tunnels, viaducts, etc.) and line equipment (pumps, vents, etc.).

Metropolitan Transportation Authority

Stations

This program component is for state of good repair and system improvement investment needs for infrastructure assets providing customer access to the subway and commuter rail network, such as passenger stations and parking facilities.

ROW Systems

This program component is for state of good repair and system improvement investment needs for systems assets along the network right of way of NYC Transit, Long Island Rail Road, and Metro-North Railroad, such as communications systems, signal systems, and power.

Roadway Structures

This program component is for state of good repair and system improvement investment needs for assets delivering MTA-related bridge and tunnel services provided by Bridges and Tunnels in the region, such as roadway decks, tunnels, structures, toll plazas, and E-ZPass systems.

Facilities

This program component is for state of good repair and system improvement investment needs for assets which maintain and preserve safe, reliable service, such as shops, yards, depots, and police district offices for NYC Transit, Long Island Rail Road, and Metro-North Railroad.

Expansion

This program component is for investment needs to address growing travel demands in the region, including completion of Long Island Rail Road service to the East Side of Manhattan and the Second Avenue Subway line.

Other/Miscellaneous

This program component is for various assets which support capital investment strategies and help preserve safe, reliable service, such as police and security initiatives, service vehicles, and program support functions like engineering across the MTA network including subway, bus, commuter rail, paratransit and bridges and tunnels.

Metropolitan Transportation Authority: Second Avenue Subway

Since the early 1940s, the number of people traveling in and through the East Side of Manhattan has steadily grown, severely straining the capacity of the area's streets, highways, buses, and subway lines.

Proposals to build a north-south subway line along Second Avenue date back to 1929. Several detailed plans were proposed in the following decades. The plan developed in the 1960s proposed a two-track subway line from the Bronx to Lower Manhattan. This plan culminated in the actual construction of several tunnel segments. However, construction was suspended in the 1970s due to the city's financial crisis.



The Second Avenue Subway line is being built in phases. The first phase will provide service from 96th Street to 63rd Street.

When complete in December 2016, the first phase will:

- Serve over 200,000 daily riders
- Decrease crowding on the Lexington Avenue Line by as much as 13%, or 234,000 fewer riders on an average weekday
- Reduce travel times by up to 10 minutes or more (up to 27%) for those on the far East Side or those traveling from the East Side to Midtown West
- Include over 2 miles of new tunnels from 92nd Street to 63rd Street

Metropolitan Transportation Authority

Proposed Commitments Statewide (1, 2)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Revenue Rolling Stock	994,920	192,463	915,492	915,492	915,492	915,492	915,492	1,443,028	1,443,028	1,443,028	10,093,927
ROW Track/Structures	799,304	665,184	902,738	902,738	902,738	902,738	902,738	1,246,006	1,246,006	1,246,006	9,716,196
Stations	518,444	1,050,303	672,762	672,762	672,762	672,762	672,762	823,795	823,795	823,795	7,403,942
ROW Systems	882,066	802,157	1,066,709	1,066,709	1,066,709	1,066,709	1,066,709	1,067,278	1,067,278	1,067,278	10,219,602
Roadway Structures	564,000	141,000	499,400	499,400	499,400	499,400	499,400	687,800	687,800	687,800	5,265,400
Facilities	449,308	407,970	588,589	588,589	588,589	588,589	588,589	590,493	590,493	590,493	5,571,702
Expansion	487,000	291,000	1,087,800	367,800	367,800	367,800	367,800	367,800	367,800	367,800	4,440,400
Other/Miscellaneous	434,058	360,923	299,710	299,710	299,710	299,710	299,710	317,400	317,400	317,400	3,245,731
TOTAL	5,129,100	3,911,000	6,033,200	5,313,200	5,313,200	5,313,200	5,313,200	6,543,600	6,543,600	6,543,600	55,956,900
Capital Plan Categories											
State of Good Repair	3,706,401	3,002,089	4,190,423	4,190,423	4,190,423	4,190,423	4,190,423	5,237,038	5,237,038	5,237,038	43,371,719
Capacity Optimization	935,699	617,911	754,977	754,977	754,977	754,977	754,977	938,762	938,762	938,762	8,144,781
Transformational Initiatives	487,000	291,000	1,087,800	367,800	367,800	367,800	367,800	367,800	367,800	367,800	4,440,400
TOTAL	5,129,100	3,911,000	6,033,200	5,313,200	5,313,200	5,313,200	5,313,200	6,543,600	6,543,600	6,543,600	55,956,900
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Authority's fiscal year that ends during the State fiscal year.

(2) Amounts for FY 2016–2023 are estimates and subject to change.

Metropolitan Transportation Authority

Cash Disbursements (1, 2)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	4,879,761	4,966,910	4,452,303	2,092,208	846,568	323,014	0	0	0	0	17,560,764
Planned Spending	256,455	708,460	1,416,920	2,320,930	2,199,120	1,295,110	647,555	195,550	0	0	9,040,100
Spending from New Commitments	0	0	301,630	868,890	2,003,410	3,669,190	4,659,710	5,180,490	5,533,160	5,743,240	27,959,720
TOTAL	5,136,216	5,675,370	6,170,853	5,282,028	5,049,098	5,287,314	5,307,265	5,376,040	5,533,160	5,743,240	54,560,584
Source of Funds											
Bond Financing	2,372,231	2,709,971	3,052,917	2,627,392	2,310,170	2,201,706	2,071,597	2,041,348	2,086,595	2,182,219	23,656,146
Federal Pay-As-You-Go	1,578,916	1,695,867	1,796,936	1,576,362	1,671,764	1,906,247	2,011,155	2,073,231	2,143,771	2,216,628	18,670,877
MTA and State Pay-As-You-Go	107,312	168,262	271,333	367,513	278,378	149,596	73,276	11,609	0	0	1,427,279
NYS Renew and Rebuild Transportation Bonds	168,109	166,007	140,600	60,870	24,934	8,938	0	0	0	0	569,458
Local Contributions (Non-NYC), Asset Sales and Miscellaneous	428,287	438,916	444,197	352,666	544,049	847,954	1,010,678	1,118,218	1,172,431	1,209,185	7,566,581
New York City Contribution	481,361	496,347	464,870	297,225	219,803	172,873	140,559	131,634	130,363	135,208	2,670,243
TOTAL	5,136,216	5,675,370	6,170,853	5,282,028	5,049,098	5,287,314	5,307,265	5,376,040	5,533,160	5,743,240	54,560,584
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Authority's fiscal year that ends during the State fiscal year.

(2) Amounts for FY 2016–2023 are estimates and subject to change.

Department of Motor Vehicles

At-A-Glance

The mission of the Department of Motor Vehicles (DMV) is to issue secure identity documents, deliver essential motor vehicle and driver related services, and administer motor vehicle laws enacted to promote safety and protect consumers.

The DMV has a budgeted target of 2,414 employees located throughout the State, of which 1,600 are funded from the capital budget. Although the DMV has no capital projects, a percentage of its operating expenses are funded from the capital budget.

The DMV has 27 State-run DMV issuing offices, funded with capital funds, primarily located in large metropolitan areas including Syracuse, Albany, Westchester County, New York City, and Long Island. There are also an additional 102 DMV offices across the State operated by county governments, as agents for, and on behalf of the DMV.

The DMV also has 12 capital-funded Field Investigation sites throughout the State.

Although not capital funded, the DMV also maintains 10 Traffic Violations bureaus in large metropolitan areas (Buffalo, Rochester, and the boroughs of New York City) and 20 Vehicle Safety testing and investigation sites.

Capital Program Component

Agency Operations

The DMV projected revenue for fiscal year 2013–14 is \$1.8 billion, with a capital operating budget of just over \$200 million.



Department of Motor Vehicles

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Agency Operations	205,759	207,000	212,000	218,000	222,000	226,440	230,969	235,588	240,300	245,106	2,243,162
TOTAL	205,759	207,000	212,000	218,000	222,000	226,440	230,969	235,588	240,300	245,106	2,243,162
Capital Plan Categories											
State of Good Repair	0	0	0	0	0	0	0	0	0	0	0
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
Uncategorized	205,759	207,000	212,000	218,000	222,000	226,440	230,969	235,588	240,300	245,106	2,243,162
TOTAL	205,759	207,000	212,000	218,000	222,000	226,440	230,969	235,588	240,300	245,106	2,243,162
<i>(\$ in thousands)</i>											

Department of Motor Vehicles

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	24,000
Planned Spending	198,340	198,838	208,392	214,119	218,291	221,324	225,751	230,266	234,871	239,569	2,189,761
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	200,740	201,238	210,792	216,519	220,691	223,724	228,151	232,666	237,271	241,969	2,213,761
Source of Funds											
State Pay-As-You-Go	200,740	201,238	210,792	216,519	220,691	223,724	228,151	232,666	237,271	241,969	2,213,761
TOTAL	200,740	201,238	210,792	216,519	220,691	223,724	228,151	232,666	237,271	241,969	2,213,761
<i>(\$ in thousands)</i>											

Niagara Frontier Transportation Authority

At-A-Glance

The Niagara Frontier Transportation Authority (NFTA) provides public transportation and aviation services in Erie and Niagara Counties. The NFTA's 1,500 employees operate the bus, light rail, MetroLink, and paratransit system in the two counties, transportation centers in Buffalo and Niagara Falls, the Buffalo and Niagara Falls international airports, a boat harbor, and industrial, warehouse, and office space throughout the two counties. The NFTA is the second largest public transportation provider in New York State and the only upstate transportation authority that operates a light rail system. It is organized around three main areas of operations:

Surface Transportation

Every weekday over 100,000 western New Yorkers and tourists rely on NFTA-Metro to get to where they need to go whether it is work, school, medical appointments or the region's tourist attractions. The NFTA's transportation centers in Buffalo and Niagara Falls connect western New Yorkers and tourists to the region's primary population centers and intercity bus services.

Aviation

The Buffalo Niagara and Niagara Falls International Airports host 8 passenger airlines that provide over 100 daily, non-stop flights to more than 20 airports for over 5.3 million passengers annually, approximately 40% of whom are Canadian. The airports provide a local economic impact of over \$1.1 billion and more than 17,000 jobs annually for Western New York. The Niagara Falls International Airport operates under a joint-use agreement with the Niagara Falls Air Reserve Station, Niagara County's largest employer.

Property Management

NFTA property management contributes to redevelopment and economic growth in Western New York, including Buffalo's Inner and Outer Harbor through improvements to the NFTA Boat Harbor, DL&W Terminal, the Outer Harbor Greenway, and Port Terminal A.

Capital Program Components

The core capital programmatic functions of the NFTA are in line with the NFTA's vision and mission—to provide efficient and professional transportation services that enhance the quality of life in the Buffalo Niagara region. Capital program goals are also delineated along the NFTA's lines of business—surface transportation, aviation, and property management. The capital projects for each line of business can be divided into four major categories:

Revenue Vehicles

Ongoing rebuild and replacement of bus and rail revenue vehicles.

Equipment

The purchase of equipment to support the delivery of public transportation, aviation, and property management services.

Facilities

Facility maintenance, preservation, and improvements.

All Other

All other capital projects to support the efficiency of each of the business lines.

Niagara Frontier Transportation Authority

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Revenue Vehicles	10,797	21,777	22,236	16,229	17,041	17,893	18,787	19,727	20,713	21,749	186,949
Equipment	31,210	26,847	17,307	7,026	2,802	16,573	8,328	3,998	4,318	2,648	121,057
Facilities	21,312	53,656	50,796	78,600	78,254	71,061	24,057	12,236	39,091	701	429,764
All Other	16,701	15,699	9,869	1,097	387	2,826	326	326	326	326	47,883
TOTAL	80,020	117,979	100,208	102,952	98,484	108,353	51,498	36,287	64,448	25,424	785,653
Capital Plan Categories											
State of Good Repair	44,764	58,232	47,527	44,579	22,156	36,451	40,758	24,699	26,006	25,372	370,544
Capacity Optimization	24,148	42,638	43,111	57,893	75,675	69,908	10,740	11,588	38,442	52	374,195
Transformational Initiatives	11,108	17,109	9,570	480	653	1,994	0	0	0	0	40,914
TOTAL	80,020	117,979	100,208	102,952	98,484	108,353	51,498	36,287	64,448	25,424	785,653
<i>(\$ in thousands)</i>											

Niagara Frontier Transportation Authority

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Spending from Currently Board-Approved Capital Programs and Projects	63,439	106,219	100,208	102,952	46,039	46,039	46,039	36,287	46,039	25,424	618,685
Spending from New Commitments	16,581	11,760	0	0	52,445	62,314	5,459	0	18,409	0	166,968
TOTAL	80,020	117,979	100,208	102,952	98,484	108,353	51,498	36,287	64,448	25,424	785,653
Source of Funds											
Bond Financing	0	0	0	10,000	45,000	22,500	0	0	0	0	77,500
Federal Pay-As-You-Go	45,475	70,116	60,984	37,543	38,718	53,265	24,519	9,308	37,469	16,340	393,737
State Pay-As-You-Go	16,448	13,466	12,363	4,502	5,785	12,636	9,831	9,831	9,831	532	95,225
Authority Pay-As-You-Go	10,167	9,709	7,246	3,527	2,604	11,933	9,128	9,128	9,128	532	73,102
Other Major Funding Sources	7,930	24,688	19,615	47,380	6,377	8,019	8,020	8,020	8,020	8,020	146,089
TOTAL	80,020	117,979	100,208	102,952	98,484	108,353	51,498	36,287	64,448	25,424	785,653
<i>(\$ in thousands)</i>											

Ogdensburg Bridge and Port Authority

At-A-Glance

The Ogdensburg Bridge and Port Authority has an annual operating budget of approximately \$5 million and an annual capital plan of approximately \$20 million. The Authority's mission is to manage regional infrastructure while working with the private sector to create jobs and investment. Today, the Ogdensburg Bridge and Port Authority manages \$74.7 million in assets including:

- **The Ogdensburg-Prescott International Bridge:** A key regional structure to the Northern New York State economy, the bridge carries over 725,000 vehicles and \$4 billion of goods annually to and from Canada.
- **The Port of Ogdensburg:** The port plays a vital role in the economy of northern New York State, serving both the U.S. and Canadian markets. The Port of Ogdensburg is specially equipped to handle over-length and overweight cargo from overseas such as wind turbine components.
- **New York and Ogdensburg Railway:** This 30-mile railway handles agricultural products, fertilizer, road salt, feed grain, glass cullet, iron oxide, paper, and specialized delivery of wind turbine blades via rail.
- **Ogdensburg International Airport:** The airport is an essential component of the North Country's overall economic development profile. Cape Air provides daily service, under the U.S. Department of Transportation's Essential Air Service program, from Ogdensburg to Albany, with continued service to Boston. Passenger traffic is up significantly and continues to increase from prior year levels.

- **The Commerce Park / Heavy Industrial Park:** Commerce Park is home to over 25 companies in a mix of 13 Authority-owned and privately-owned facilities. At a total of 312,472 square feet of space, Commerce Park generates a modest revenue stream for the Authority and provides quality employment to over 500 New Yorkers.

Capital Program Components

The following capital program components each encompass needs for all assets and operations except for the Railway.

Bridge Construction & Repair

Repair of the bridge approaches on both the Canadian and U.S. sides.

Equipment

Equipment purchases for the port, bridge, airport, and industrial park.

Building Systems

Repair and improvements to buildings serving the port, bridge, airport, and industrial park.

Infrastructure

Roads and utilities serving the port, bridge, airport, and industrial park.

Ogdensburg Bridge and Port Authority

Proposed Commitments Statewide

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
<i>Bridge Construction/Repair</i>											
Ogdensburg/Prescott International Bridge U.S. Approach Rehabilitations	0	0	15,000	15,000	0	0	0	0	0	0	30,000
Ogdensburg/Prescott International Bridge Canadian Approach Rehabilitations	0	0	0	0	0	0	15,000	15,000	0	0	30,000
<i>Equipment</i>											
Port Operating Equipment	470	250	250	250	250	250	250	250	250	250	2,720
Bridge Operating Equipment	40	500	500	250	250	250	250	250	250	250	2,790
Airport Operating Equipment	170	125	125	250	250	250	250	250	250	250	2,170
Industrial Park Operating Equipment	57	125	125	250	250	250	250	250	250	250	2,057
<i>Building Systems</i>											
Bridge Building Construction, Repair, and Improvement	63	2,000	135	300	1,200	1,000	500	500	2,000	2,000	9,698
Airport Building Construction, Repair, and Improvement	1,915	1,500	200	300	3,500	2,000	400	630	2,000	2,500	14,945
Industrial Park Building Construction, Repair, and Improvement	62	1,495	250	380	330	1,390	400	500	2,000	2,000	8,807
Marine Terminal Park Building Construction, Repair, and Improvement	100	1,000	250	200	2,000	2,000	455	500	2,510	2,400	11,415
<i>Infrastructure</i>											
Bridge Infrastructure	485	1,000	50	150	2,000	3,000	200	250	2,500	2,500	12,135
Airport Infrastructure	5,700	4,000	150	150	5,000	4,000	300	250	2,500	2,500	24,550
Industrial Park Infrastructure	40	1,000	150	50	2,000	2,000	200	250	2,500	2,500	10,690
Marine Terminal Infrastructure	7,561	4,000	150	150	1,000	2,000	300	250	2,500	2,500	20,411
TOTAL	16,663	16,995	17,335	17,680	18,030	18,390	18,755	19,130	19,510	19,900	182,388
Capital Plan Categories											
State of Good Repair	10,954	6,450	15,735	15,730	9,030	7,890	16,155	17,080	7,910	8,180	115,114
Capacity Optimization	3,471	4,400	500	500	1,500	5,250	1,000	1,050	4,100	5,720	27,491
Transformational Initiatives	2,238	6,145	1,100	1,450	7,500	5,250	1,600	1,000	7,500	6,000	39,783
TOTAL	16,663	16,995	17,335	17,680	18,030	18,390	18,755	19,130	19,510	19,900	182,388
<i>(\$ in thousands)</i>											

Ogdensburg Bridge and Port Authority

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	0	0	0	0	0	0	0	0	0	0	0
Planned Spending	16,663	16,995	17,335	17,680	18,030	18,390	18,755	19,130	19,510	19,900	182,388
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	16,663	16,995	17,335	17,680	18,030	18,390	18,755	19,130	19,510	19,900	182,388
Source of Funds											
Federal Pay-As-You-Go	7,148	7,291	7,437	7,586	7,737	7,892	8,050	8,211	8,375	8,542	78,269
State Pay-As-You-Go	7,560	7,711	7,865	8,023	8,183	8,347	8,514	8,684	8,858	9,035	82,780
Authority Pay-As-You-Go	1,955	1,993	2,033	2,071	2,110	2,151	2,191	2,235	2,277	2,323	21,339
<i>(\$ in thousands)</i> TOTAL	16,663	16,995	17,335	17,680	18,030	18,390	18,755	19,130	19,510	19,900	182,388

Port Authority of New York and New Jersey

At-A-Glance

The Port Authority of New York and New Jersey (PANYNJ) was established in 1921. It was the first bistate agency ever created under a clause of the U.S. Constitution permitting compacts between states with congressional consent. Its area of jurisdiction is called the Port District, a region within a radius of approximately 25 miles of the Statue of Liberty. The Port Authority was created to promote and protect the commerce of the Port District and to undertake port and regional improvements not likely to be financed by private enterprise, or that would not be attempted by either New York or New Jersey alone. These include the development of major infrastructure: a modern port for the harbor shared by the two states, tunnel and bridge connections between the states, and, in general, trade and transportation projects that secure the region's economic well-being. The Port Authority conceives, builds, operates, and maintains infrastructure critical to the New York and New Jersey region's trade and transportation network. These facilities include America's busiest airport system, marine terminals and ports, the PATH rail transit system, six tunnels and bridges between New York and New Jersey, the Port Authority Bus Terminal in Manhattan, and the World Trade Center.

For more than eight decades, the Port Authority has worked to improve the quality of life for the more than 17 million people who live and work in New York and New Jersey—a region that supports 8.6 million jobs with an estimated gross regional product of more than \$929 billion.

Today, as was envisioned in 1921, the Port Authority is a financially self-supporting entity. It does not receive tax revenue from either state or from any local jurisdiction and has no power to tax, nor does it have the

power to pledge the credit of either state or any municipality. The Port Authority relies primarily on revenue generated from facility operation tolls from its bridges and tunnels between New York and New Jersey, user fees from the airports and the bus terminals, fares on its rail transit system, and rent from facilities, consumer services, and retail stores.

2011–2020 Capital Plan Overview

Building and maintaining its transportation network is critical to the short- and long-term growth of the New York—New Jersey region. By delivering the hundreds of projects in the Port Authority's long-term capital plan, the Port Authority creates and supports thousands of high-quality jobs. Coupled with a healthy, robust transportation network, the region will benefit from a foundation for sustained economic growth and competitiveness.

In December 2011, the Board of Commissioners approved 2012 capital expenditures for \$3.66 billion as part of a preliminary \$25.1 billion 2011–20 Capital Plan. These capital needs comprise 923 projects.

The Port Authority is in the process of formulating its 2013 Capital Plan and 2013–22 Capital Program through an enhanced scoring and ranking protocol that establishes priorities in capital deployment within the context of available capital capacity.

Capital Program Components

Aeronautical

Consists of aviation projects associated with runways, taxiways, public ramps, and apron space. Sound monitoring activities and soundproofing of schools and other structures are also included in this category.

Infrastructure

Consists of projects associated with communication and signal systems, electrical distribution systems, gas distribution systems, storm and sanitary sewer systems, water distribution systems, dredging, roadways, buildings, structures, and associated land used by the Port Authority for administration, operations, maintenance, and policing of its facilities.

Regional

Typically, each Port Authority project is confined to a specific, PANYNJ-operated facility. The Regional capital plan component consists of

projects undertaken by the PANYNJ which advance the objectives of the Port Authority but are not operated by the Port Authority. Generally, these projects are initiated at the request of either the State of New York or the State of New Jersey.

Terminals

Consists of projects to improve the air terminals at the PANYNJ airports, the Port Authority Bus Terminal, and the George Washington Bridge Bus Station.

WTC

Consists of projects associated with the World Trade Center Downtown Restoration Program, including One World Trade Center, retail, vehicular security centers, utilities, and other infrastructure projects.



Port Authority of New York and New Jersey

Proposed Commitments Statewide (1, 2)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Aeronautical	577,309	273,409	103,045	138,336	38,082	26,861	38,722	40,658	42,691	44,825	1,323,938
Infrastructure	297,150	133,985	71,980	67,957	53,640	29,867	22,234	23,346	24,513	25,739	750,411
Regional	60,486	59,539	58,887	51,367	1,367	1,367	2,120	2,226	2,337	2,454	242,150
Terminals	240,062	142,064	105,182	256,265	318,477	192,182	257,374	270,243	283,755	297,943	2,363,547
WTC	1,767,964	930,741	383,346	200,029	50,418	9,200	0	0	0	0	3,341,698
TOTAL	2,942,971	1,539,738	722,440	713,954	461,984	259,477	320,450	336,473	353,296	370,961	8,021,744
Capital Plan Categories											
State of Good Repair	556,938	301,889	188,373	207,579	82,813	67,857	84,396	88,616	93,047	97,699	1,769,207
Capacity Optimization	525,126	201,569	30,067	40,097	26,596	18,726	11,064	11,617	12,198	12,808	889,868
Transformational Initiatives	1,860,907	1,036,280	504,000	466,278	352,575	172,894	224,990	236,240	248,051	260,454	5,362,669
TOTAL	2,942,971	1,539,738	722,440	713,954	461,984	259,477	320,450	336,473	353,296	370,961	8,021,744
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the PANYNJ's fiscal year that ends during the State fiscal year.

(2) New York State only.

Port Authority of New York and New Jersey

Cash Disbursements (1, 2)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Planned Spending	2,428,701	2,273,807	1,102,340	439,367	432,115	349,707	183,727	222,870	222,870	162,327	7,817,831
Spending from New Commitments	518,415	669,161	437,399	283,074	281,839	112,277	75,750	97,580	113,603	190,969	2,780,067
TOTAL	2,947,116	2,942,968	1,539,739	722,441	713,954	461,984	259,477	320,450	336,473	353,296	10,597,898
Source of Funds											
Bond Financing (3)	2,360,833	2,215,827	1,164,792	504,937	312,724	105,806	53,175	48,790	56,801	95,485	6,919,170
Federal Pay-As-You-Go (4)	216,463	279,279	140,896	95,913	288,535	300,790	162,327	222,870	222,870	162,327	2,092,270
Authority Pay-As-You-Go	369,820	447,863	234,051	121,591	112,695	55,388	43,975	48,790	56,801	95,485	1,586,459
TOTAL	2,947,116	2,942,969	1,539,739	722,441	713,954	461,984	259,477	320,450	336,472	353,297	10,597,899
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the PANYNJ's fiscal year that ends during the State fiscal year.

(2) New York State only.

(3) Primarily related to the WTC Downtown Restoration Program, which is being funded through PANYNJ Consolidated Bonds.

(4) Federal Pay-As-You-Go includes funds provided for airport projects through Passenger Facility Charges and the Airport Improvement Program.

Port of Oswego Authority

At-A-Glance

The Port of Oswego Authority is a commercial shipping port located on Lake Ontario. More than 100 full time and contract employees handle in excess of 1 million tons annually through the Port's facilities. With terminals located on both sides of the Oswego River, approximately 120 vessels and 1,000 rail cars are loaded with product destined for international and domestic destinations.

The Port of Oswego supports more than 500 jobs and \$42 million in annual activity. Serving more than 20 customers, the Port ships aluminum, corn, wheat, windmill components and cement through the terminals.

There are two operational components for the Port of Oswego Authority:

- Operations: Manages the handling of cargo and maintenance functions for the Port
- Administration: Handles the financial, human resource, and grant functions of the Port

The two units interface on the development of funding options for necessary capital program expenditures. In addition, compliance with grant requirements is monitored by the administrative department.

Capital Program Components

Equipment

The Port will begin replacing outdated forklifts.

Capacity Replacement

The Port will engage in two projects that will rehabilitate existing facilities as well as add to the port's available storage space. The West Terminal Dock Rehabilitation Project will resurface 1,100 linear feet of dock, while the East Terminal Connector Project will enhance road and rail access to port-owned property located on the other side of Fort Ontario.

Building Systems

The Port will replace a roof that is more than 20 years old.

Port of Oswego Authority

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Equipment	35	35	0	0	35	35	0	0	35	35	210
Building Systems and Infrastructure	0	15	0	0	0	0	0	0	0	0	15
Uncategorized	2,515	0	2,250	50	15	4,965	50	50	15	15	9,925
TOTAL	2,550	50	2,250	50	50	5,000	50	50	50	50	10,150
Capital Plan Categories											
State of Good Repair	50	50	2,250	50	50	5,000	50	50	50	50	7,650
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	2,500	0	0	0	0	0	0	0	0	0	2,500
TOTAL	2,550	50	2,250	50	50	5,000	50	50	50	50	10,150
<i>(\$ in thousands)</i>											

Port of Oswego Authority

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	2,500	0	2,250	0	0	0	0	0	0	0	4,750
Planned Spending	50	50	0	50	50	5,000	50	50	50	50	5,400
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	2,550	50	2,250	50	50	5,000	50	50	50	50	10,150
Source of Funds											
Bond Financing	0	0	1,750	0	0	5,000	0	0	0	0	6,750
Federal Pay-As-You-Go	750	0	0	0	0	0	0	0	0	0	750
State Pay-As-You-Go	50	50	0	50	50	0	50	50	50	50	400
Other Major Funding Sources	1,750	0	500	0	0	0	0	0	0	0	2,250
TOTAL	2,550	50	2,250	50	50	5,000	50	50	50	50	10,150
<i>(\$ in thousands)</i>											

Rochester-Genesee Regional Transportation Authority

At-A-Glance

The Rochester-Genesee Regional Transportation Authority (RGRTA) through its eight subsidiaries provides public transportation service to a combined service area of 3,700 square miles and to a population of 1.1 million. The Authority operates in Monroe, Genesee, Livingston, Orleans, Seneca, Wayne, and Wyoming Counties.

RGRTA has an approximate annual operating budget of \$80 million. Its nearly 830 employees through its eight facilities provide fixed route and paratransit service to 18 million customers annually with a total of 405 vehicles.

Regional Transit Service, which operates within Monroe County, is the largest subsidiary, providing 95% of customer trips. On an average weekday 55,000 customer trips are provided, taking people to jobs, medical appointments, school, and recreation. Lift Line, the paratransit subsidiary, transports 167,000 disabled customers each year.

The Authority operates a very successful Temporary Assistance for Needy Families program that ensures transportation to those returning to the workforce but who lack the funds to access transportation. The program has been in effect for 12 years.

RGRTA has approximately 80 subsidy agreements with educational institutions, private businesses, and not-for-profits, including agreements with the Rochester City School District, Rochester Institute of Technology, and SUNY Genesee.

Capital Program Components

Equipment/Transit Enhancement

Investment in maintenance, non-revenue road vehicles, and IT equipment is necessary to support transit operations. Additional investment includes enhancements to bus stops, signs, and shelters.

Preventive Maintenance

Ongoing preventive maintenance to effectively maintain capital assets such as buses and facilities procured with federal funds. Essentially an operating subsidy, it is explicitly defined as an eligible capital use.

Revenue Vehicles

Routine replacement of buses is critical to maintaining financial stability and providing excellent customer service. Replacement of 19 Regional Transit Service fixed route buses for an approximate cost of \$9 million, which follows the 53 buses currently under order and scheduled to arrive in April 2013.

Facilities

Major investment is currently underway as part of the fiscal year 2012–13 capital program. The Downtown Transit Center will cost approximately \$50 million and is planned for completion by mid-2015. The construction of this facility will drive economic activity, including the direct creation of over 400 construction jobs and approximately 30 permanent jobs once the facility is complete. This indoor facility will provide a safe and clean centralized point of connection for customers.

Rochester-Genesee Regional Transportation Authority: Downtown Transit Center

RGRTA has undertaken the construction of a new transit center in downtown Rochester. At an estimated cost of \$50 million, this climate controlled, indoor transfer facility will provide a safe and clean centralized point of connection for customers and allow for convenient relief space for bus operators. It will also serve as a centralized point of information for other modes of transportation and events occurring throughout the community.

Completion is anticipated for mid-2015. The project will drive economic activity, including with the direct creation of over 400 construction jobs and approximately 30 permanent jobs once the facility is complete.



Rochester-Genesee Regional Transportation Authority

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Preventive Maintenance	5,355	5,309	5,388	5,663	5,556	5,491	5,566	5,566	5,566	5,566	55,026
Equipment/Transit Enhancement	8,948	379	392	420	437	371	446	446	446	446	12,731
Revenue Vehicles	39,189	12,914	1,137	20,047	11,965	1,051	14,282	1,874	31,983	12,178	146,620
Facilities	76,797	3,000	0	0	0	0	0	0	0	0	79,797
TOTAL	130,289	21,602	6,917	26,130	17,958	6,913	20,294	7,886	37,995	18,190	294,174
Capital Plan Categories											
State of Good Repair	50,770	21,602	6,917	26,130	17,958	6,913	20,294	7,886	37,995	18,190	214,655
Capacity Optimization	26,481	0	0	0	0	0	0	0	0	0	26,481
Transformational Initiatives	53,038	0	0	0	0	0	0	0	0	0	53,038
TOTAL	130,289	21,602	6,917	26,130	17,958	6,913	20,294	7,886	37,995	18,190	294,174
<i>(\$ in thousands)</i>											

Rochester-Genesee Regional Transportation Authority

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	84,251	20,990	0	0	0	0	0	0	0	0	105,241
Planned Spending	10,391	22,336	20,195	7,221	26,039	17,827	7,063	20,294	7,886	37,995	177,247
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	94,642	43,326	20,195	7,221	26,039	17,827	7,063	20,294	7,886	37,995	282,488
Source of Funds											
Bond Financing	0	4,545	0	0	0	0	0	0	0	0	4,545
Federal Pay-As-You-Go	75,713	33,101	16,156	5,776	20,832	14,262	5,650	16,235	6,309	30,396	224,430
State Pay-As-You-Go	9,464	4,333	2,019	722	2,604	1,783	706	2,029	789	3,800	28,249
Authority Pay-As-You-Go	9,465	1,347	2,020	723	2,603	1,782	707	2,030	788	3,799	25,264
TOTAL	94,642	43,326	20,195	7,221	26,039	17,827	7,063	20,294	7,886	37,995	282,488
<i>(\$ in thousands)</i>											

Thousand Islands Bridge Authority

At-A-Glance

The Thousand Islands Bridge Authority is the owner and operator of a nine mile international toll bridge system connecting New York State via Interstate 81 and the Province of Ontario, Canada, via Highway 401 and the owner and operator of the Thousand Islands region's largest tourist attraction, Boldt Castle on the St. Lawrence River. Operations and maintenance of the Canadian facilities are by agreement with the federal government of Canada.

The Authority employs a total of 64 U.S. and Canadian citizens in full-time positions and 50 part-time and seasonal positions during the summer months.

The service area is located in the Thousand Islands region of northern New York (Jefferson County) and southeastern Ontario (Leeds and Lansdowne County). Bridge facilities toll plazas and maintenance facilities are located in both countries. Administrative facilities are located in New York State. Boldt Castle and connected properties are solely located in New York State.

Bridge crossings are approximately two million per year with trade values in excess of \$1 billion per month (\$12 billion per year.) Admissions to Boldt Castle are 180,000 per year.

Capital Program Components

Bridge Construction and Maintenance

- The Authority's 10 year capital plan calls for the U.S. Bridge roadway decks on the approach spans to be replaced. Approximately 150 construction jobs will be created. The estimated cost is \$5 million.
- The project will include inspection of the bridge main cables and an update of the bridge loading formulas with an estimated cost of \$550,000.



Thousand Islands Bridge Authority

Proposed Commitments Statewide (1)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Buildings	100	200	200	200	200	200	200	200	200	200	1,900
Equipment Replacement	800	1,500	2,300	600	800	1,000	3,000	1,000	2,000	1,500	14,500
Boldt Facilities	4,000	2,500	3,050	2,350	500	3,500	1,500	3,450	2,750	3,350	26,950
Bridge Facilities	5,100	5,550	4,750	12,300	9,700	6,800	6,800	6,800	7,000	7,000	71,800
Uncategorized	1,000	1,500	1,200	1,300	800	750	1,000	1,300	1,050	1,200	11,100
TOTAL	11,000	11,250	11,500	16,750	12,000	12,250	12,500	12,750	13,000	13,250	126,250
Capital Plan Categories											
State of Good Repair	6,000	8,750	9,000	14,250	9,500	9,750	10,000	10,250	10,950	10,750	99,200
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	5,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,050	2,500	27,050
TOTAL	11,000	11,250	11,500	16,750	12,000	12,250	12,500	12,750	13,000	13,250	126,250
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Authority's fiscal year that ends during the State fiscal year.

Thousand Islands Bridge Authority

Cash Disbursements (1)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	0	0	0	0	0	0	0	0	0	0	0
Planned Spending	11,000	11,250	11,500	16,750	12,000	12,250	12,500	12,750	13,000	13,250	126,250
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	11,000	11,250	11,500	16,750	12,000	12,250	12,500	12,750	13,000	13,250	126,250
Source of Funds											
Authority Pay-As-You-Go	11,000	11,250	11,500	16,750	12,000	12,250	12,500	12,750	13,000	13,250	126,250
TOTAL	11,000	11,250	11,500	16,750	12,000	12,250	12,500	12,750	13,000	13,250	126,250
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Authority's fiscal year that ends during the State fiscal year.

Thruway Authority and Canal Corporation

At-A-Glance

At 570 miles in length, the New York State Thruway is one of the largest tolled super highway systems in the United States. The Thruway connects the principal cities of the State from New York City to Albany, to Buffalo, and to the Pennsylvania state line. In addition to being the principal artery of travel and commerce within New York State, the Thruway is a vital link to long-distance interstate and international travel. The Thruway corridor serves 37 of the State's 62 counties and the majority of the State's population. In 2011, 250 million trips were taken on the Thruway, accounting for 8.1 billion miles travelled. The Thruway employs 2,800 people and consists of a headquarters facility, four divisional facilities, 21 maintenance sections, and more than 50 toll collection points. The system consists of 2,800 lane miles of interstate highway and 811 bridges.

New York State's Canal System is a world class recreation-way and tourist destination that cultivates historic preservation and spurs economic development across a large swath of the State. The Canal System links the Hudson River with Lake Champlain, Lake Ontario, the Finger Lakes, the Niagara River, and Lake Erie, passes through 25 counties and is in close proximity to more than 200 villages, hamlets, and towns. The Canal Corporation employs 500 people and consists of a headquarters facility, three divisional facilities, and seven maintenance sections. The Canal System consists of 524 miles of navigable waterway, 260 miles of multi-use recreational trails, 57 locks, 20 lift bridges, 22 reservoirs, 114 dams, and over 1,500 other structures critical to the maintenance and operations of the waterways and their feeder and support systems.

The highway and waterway networks managed by the Authority are essential to supporting businesses and communities across the State. As key arteries of travel and commerce, they facilitate tourism and recreational activities and connect residents with their place of work—all of which generate substantial economic activity. It is estimated that the operation, maintenance, and capital improvements of the Thruway and Canal System annually support 10,150 jobs, some \$575 million in personal income and \$1.2 billion in business sales and production throughout New York State. The value of goods and services shipped over the Thruway and Canal adds significantly to these totals.

Capital Program Components

Highways

The Thruway roadway consists of 2,800 lane miles of pavement (with 134 interchanges). Thruway pavements are typically 9 inches of reinforced Portland cement concrete placed on 12 inches of granular sub-base. Over the next 10 years, 2,650 miles of pavement will be resurfaced (not rehabilitated).

Bridges

The Thruway has 811 bridges. Approximately 15% of its bridges are concrete structures (either pre-stressed girder, arch, rigid frame, or box culverts) and 85% are steel structures with asphalt overlaid, reinforced concrete decks. Over the next 10 years, 110 bridges will be rehabilitated and 37 replaced. Average bridge conditions are expected to decrease into the fair category without additional funding.

Architecture

The Thruway has over 350 Thruway maintenance and support buildings, 18 waste water treatment plants, and 27 travel plazas. Because of funding limitations, the Authority uses a combination of in-house staff and contracts to maintain the various facilities across the State. Due to capital program funding priorities, over the next 10 years investments into architectural projects will be very limited.

Canal

The 524-mile Canal System consists of man-made embankments, marine terminals, locks, lift bridges, reservoirs, buildings, dams, and many other structures that are critical to the maintenance and operations of the waterway and its feeder systems. Over the next 10 years, capital investments will be focused only on the most critical infrastructure needs. As such, system reliability will depend on heavy maintenance operations outside of the capital program.



Thruway Authority: Tappan Zee Bridge

After more than a decade of gridlock and millions of taxpayer dollars spent, Governor Cuomo announced on December 17, 2012 that a contractor had been selected to construct a replacement for the Tappan Zee Bridge with a groundbreaking set in the coming months. The contract was awarded and will be built using design-build, a procurement method that significantly shifts construction project risk away from taxpayers and will help save \$1.5 billion from federal estimates.

Tappan Zee Constructors, the winning bidder, offered the best price, shortest construction time, minimal dredging, and the future accommodation of mass transit in its bid.



The new bridge will feature:

- Eight general traffic lanes plus emergency lanes and extra-wide shoulders for immediate express bus service when opened
- A new toll plaza with at least three highway speed E-ZPass lanes (the current toll plaza includes only two 35 mph lanes, as well as 5 mph E-ZPass lanes)
- Dedicated bicycle and pedestrian path on the northern span
- Safe scenic overlooks, with anti-climb fencing and security cameras to be monitored 24 hours a day
- Strength and capacity provisions to accommodate various mass transit modes

Thruway Authority and Canal Corporation

Proposed Commitments Statewide (1, 2)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Highways/ITS	110,000	54,000	110,000	208,000	150,000	155,000	160,000	163,000	168,000	173,000	1,451,000
Bridges	168,000	150,000	33,000	92,000	145,000	150,000	155,000	158,000	163,000	168,000	1,382,000
Architecture	6,200	4,900	1,800	8,800	3,000	5,300	5,600	5,700	6,000	6,100	53,400
Canal	105,000	54,000	8,000	55,000	20,000	20,000	21,000	22,000	23,000	23,000	351,000
TOTAL	389,200	262,900	152,800	363,800	318,000	330,300	341,600	348,700	360,000	370,100	3,237,400
Capital Plan Categories											
State of Good Repair	389,200	262,900	152,800	363,800	318,000	330,300	341,600	348,700	360,000	370,100	3,237,400
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	389,200	262,900	152,800	363,800	318,000	330,300	341,600	348,700	360,000	370,100	3,237,400
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Authority's fiscal year that ends during the State fiscal year.

(2) The Tappan Zee Bridge replacement is not included.

Thruway Authority and Canal Corporation

Cash Disbursements (1, 2)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Commitments - Pre-2013	231,200	84,800	19,800	7,200	0	0	0	0	0	0	343,000
Commitments - 2013 and After	88,200	248,200	270,100	292,800	310,000	320,000	325,000	335,000	345,000	360,000	2,894,300
TOTAL	319,400	333,000	289,900	300,000	310,000	320,000	325,000	335,000	345,000	360,000	3,237,300
Source of Funds											
Authority General Revenue Bonds	244,627	237,186	230,083	253,831	285,387	290,109	288,548	297,494	306,410	320,292	2,753,967
Federal Pay-As-You-Go	42,902	63,288	19,292	0	0	0	0	0	0	0	125,482
State and Other Pay-As-You-Go	761	1,690	2,341	5,457	4,062	0	0	0	0	0	14,311
Authority Pay-As-You-Go	26,796	22,225	28,813	33,331	18,282	29,891	36,452	37,506	38,590	39,708	311,594
NYS Rebuild and Renew Transportation Bonds	4,314	8,611	9,471	7,381	2,269	0	0	0	0	0	32,046
TOTAL	319,400	333,000	290,000	300,000	310,000	320,000	325,000	335,000	345,000	360,000	3,237,400
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Authority's fiscal year that ends during the State fiscal year.

(2) The Tappan Zee Bridge replacement is not included.

Department of Transportation

At-A-Glance

The New York State transportation network includes:

- A State and local highway system that annually handles more than 130 billion vehicle miles. This total system encompasses more than 113,000 highway miles and more than 17,400 bridges
- An extensive 3,500-mile rail network over which 70 million tons of equipment, raw materials, manufactured goods, and produce are shipped each year
- 485 public and private aviation facilities through which more than 80 million people travel each year
- Over 130 public transit operators, serving more than 314 million passengers, outside the Metropolitan Transportation Authority District, each year
- 12 major public and private ports

State-Owned Highway Bridges

- Number of Bridges: 7,637
- Deck Area of Bridges: 82.7 million square feet
- Daily Traffic on Bridges: 129.8 million vehicles

State-Maintained Highways

- Centerline Miles: 15,147
- Lane-Miles: 38,652
- Daily Vehicle Miles of Travel: 168.4 million

Capital Strategy

Use of Asset Management Strategies

The Department of Transportation's (NYSDOT) overall strategy is to invest in the infrastructure with the right treatment, at the right time in the life of the investment, and in a location that considers the overall travel system.

Investment in Maintenance and Operations

A critical emphasis of the State's transportation investments must be to assure the safe and efficient operations of the existing system. Such investments include not only those that preserve the infrastructure, but also operational investments such as Transportation Management Centers, transportation demand management programs, support for Emergency Transportation Operations and Traffic Incident Management initiatives.

Leverage State Resources to Support Economic and Community Development

Transportation investments provide critical connections to markets, businesses, jobs, and amenities, and can help shape a community. NYSDOT will consider investments in projects beyond preservation that leverage other public and private resources to support existing and emerging economic opportunities.

Optimize Benefits to the Overall Multi-modal Network

Investments will be considered based on their relative importance to the transportation system as a whole. Such investments should occur along "corridors" (regional or local) that provide access to critical destinations. Corridors will include the multi-modal assets that support access to identified destinations of importance (e.g., markets for goods, communities, tourist destinations).

Capital Program Components

Highway and Bridge Program

This includes the State and federal funding necessary to preserve bridges and highways, make substantial progress towards reaching a state of good repair, optimize capacity, and invest in selected transformative initiatives.

Operations and Maintenance Program

This includes the State and federal funding necessary to operate and maintain the State highway and bridge system and the related support facilities and fleet equipment in a safe and efficient manner.

Transit, Rail, Aviation, and Port Program

This includes the State funding necessary to leverage private and federal investment to preserve and renew the investments in the modal assets.

Department of Transportation: Kosciuszko Bridge

The Kosciuszko Bridge carries a 1.1-mile segment of the Brooklyn-Queens Expressway over Newtown Creek in Brooklyn and the Long Island Expressway in Queens. The bridge is a vital link in the region's transportation network and is one of New York City's few north-south interstates.

The existing bridge is over 70 years old and carries over 160,000 vehicles each day. Despite aggressive maintenance efforts, the extent and cost of the structural deficiencies is increasing.

The existing Kosciuszko Bridge will be replaced in two phases. In the first phase, the eastbound span will be replaced and the existing bridge demolished. In phase two, a new westbound span will be constructed under a separate contract award not yet out to bid. A design-build contract will be used for Phase 1, with selection of a Design-Build Proposer and start of construction anticipated for fall 2013. Completion of the Phase 1 design-build contract is expected in early 2018. The cost estimate for both phases is \$971 million.



NYSDOT is proposing a cable-stayed structure for the new main span, both a technologically advanced and dramatic option. The towers would extend above the proposed roadway, making it highly visible to the surrounding communities, creating a unique iconic "gateway" to the Brooklyn and Queens communities that would be clearly visible for miles around.

A new pedestrian and bicycle path along the Brooklyn-bound section of the new bridge will be included, offering magnificent views of the Manhattan skyline. Also proposed is the addition of new parkland on the north side of the Kosciuszko Bridge, totaling approximately 1.5 acres. In Queens, this includes the addition of approximately 1.5 acres of new parkland in the area of the bridge structure.

Department of Transportation

Proposed Commitments Statewide

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Highway and Bridge Program	3,221,287	2,977,896	2,944,654	3,105,550	3,277,650	3,343,203	3,410,067	3,478,269	3,547,834	3,618,790	32,925,200
Operations and Maintenance Program	337,742	347,614	362,742	371,648	378,306	385,872	393,590	401,461	409,491	417,680	3,806,146
Transit, Rail, Aviation, and Port Program	120,330	120,330	120,330	120,330	120,330	120,330	120,330	120,330	120,330	120,330	1,203,300
Snow/Ice and Bus Inspection	317,748	331,580	346,708	355,334	361,609	368,841	376,218	383,742	391,417	399,246	3,632,443
TOTAL	3,997,107	3,777,420	3,774,434	3,952,862	4,137,895	4,218,246	4,300,205	4,383,802	4,469,072	4,556,046	41,567,089
Capital Plan Categories											
State of Good Repair	3,745,102	3,561,396	3,565,700	3,727,282	3,894,116	3,969,150	4,045,638	4,123,592	4,203,064	4,284,070	39,119,110
Capacity Optimization	220,969	185,221	178,969	193,414	209,017	213,575	218,268	223,105	228,077	233,194	2,103,809
Transformational Initiatives	31,036	30,803	29,765	32,166	34,762	35,521	36,299	37,105	37,931	38,782	344,170
<i>(\$ in thousands)</i> TOTAL	3,997,107	3,777,420	3,774,434	3,952,862	4,137,895	4,218,246	4,300,205	4,383,802	4,469,072	4,556,046	41,567,089

Department of Transportation

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry In Commitments from Prior Year	2,331,499	1,134,667	460,020	176,262	72,527	36,264	0	0	0	0	4,211,239
Spending from New Commitments	1,614,151	2,630,087	2,956,021	3,227,340	3,452,161	3,542,458	3,639,896	3,702,493	3,776,543	3,852,075	32,393,225
Snow/Ice and Bus Inspection	305,822	327,299	341,972	352,387	360,098	367,300	374,646	382,139	389,782	397,577	3,599,022
TOTAL	4,251,472	4,092,053	3,758,013	3,755,989	3,884,786	3,946,022	4,014,542	4,084,632	4,166,325	4,249,652	40,203,486
Source of Funds											
Bond Financing	1,313,141	1,172,036	1,172,369	1,183,934	1,236,229	1,260,954	1,286,173	1,311,896	1,338,134	1,364,897	12,639,763
Federal Pay-As-You-Go	1,609,761	1,445,430	1,115,593	1,071,814	1,110,049	1,132,250	1,154,895	1,177,993	1,201,553	1,225,584	12,244,922
State Pay-As-You-Go	1,230,689	1,408,390	1,424,507	1,464,183	1,502,763	1,532,818	1,563,474	1,594,743	1,626,638	1,659,171	15,007,376
General Obligation Bonds	97,881	66,197	45,544	36,058	35,745	20,000	10,000	0	0	0	311,425
TOTAL	4,251,472	4,092,053	3,758,013	3,755,989	3,884,786	3,946,022	4,014,542	4,084,632	4,166,325	4,249,652	40,203,486
<i>(\$ in thousands)</i>											



Deputy Secretary
for Energy and the
Environment

New York Works

Division of the
Budget

Department of
Agriculture and
Markets

Development
Authority of the
North Country

Department of
Environmental
Conservation

Hudson River
Park Trust

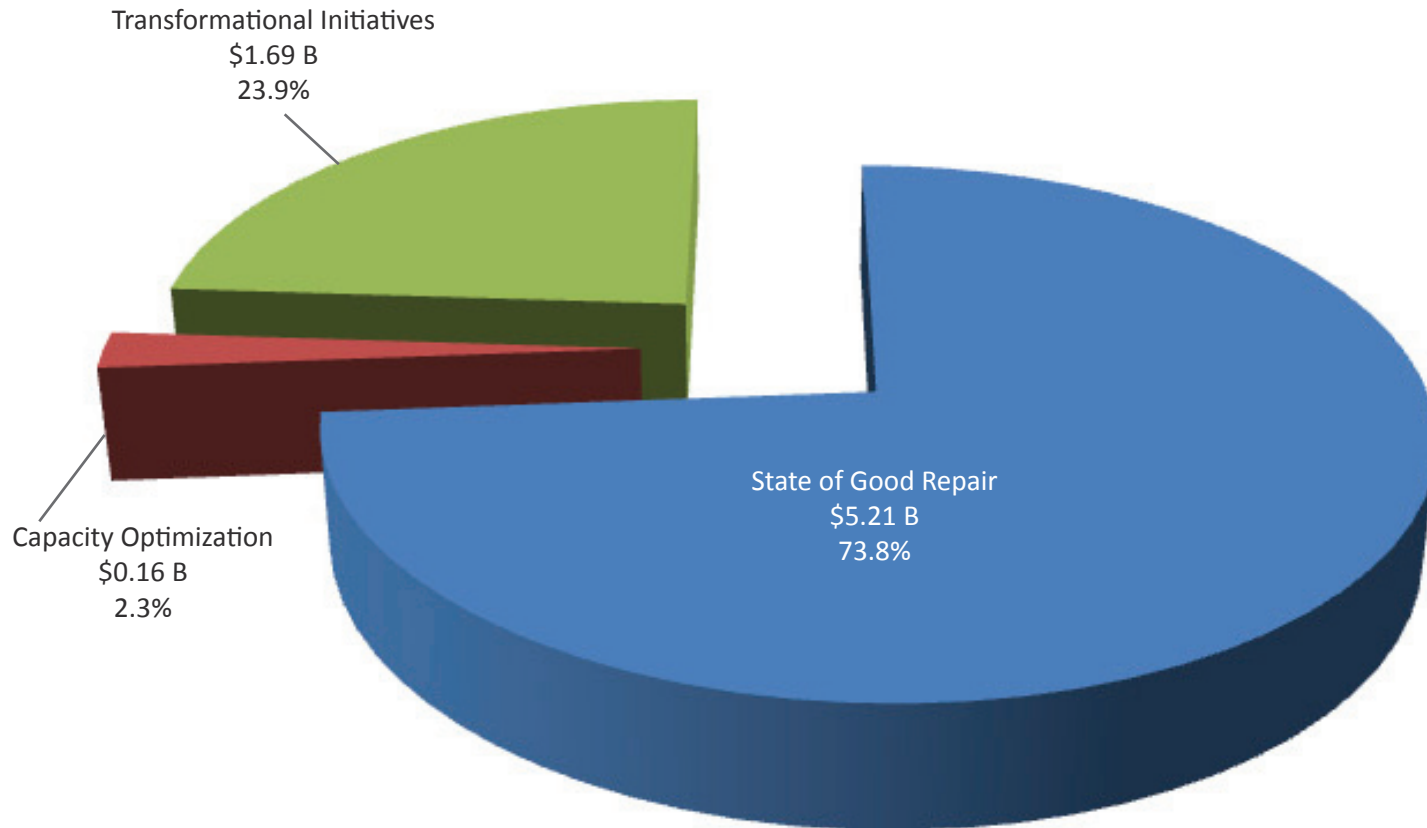
Olympic Regional
Development
Authority

Office of Parks,
Recreation & Historic
Preservation

Environment

Environment

Investment Commitments by Capital Plan Category
Total Investment \$7.06 B



Environment

Investment Commitments by Entity

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Department of Agriculture and Markets	3,250	4,000	4,750	5,500	4,894	4,500	4,500	4,500	4,500	4,500	44,894
Development Authority of the North Country	8,358	6,763	9,152	9,971	18,500	26,730	11,943	12,912	39,350	7,859	151,538
Department of Environmental Conservation	530,776	531,746	532,146	532,146	473,650	554,356	555,051	560,582	561,910	570,820	5,403,183
Hudson River Park Trust	1,680	16,805	39,850	38,775	22,125	14,500	17,680	19,985	9,130	1,250	181,780
Olympic Regional Development Authority	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
Office of Parks, Recreation & Historic Preservation	128,500	128,500	128,500	128,500	128,500	118,000	118,000	118,000	118,000	118,000	1,232,500
<i>(\$ in thousands)</i> TOTAL	677,564	692,814	719,398	719,892	652,669	723,086	712,174	720,979	737,890	707,429	7,063,895

Investment Commitments by Capital Plan Category

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
State of Good Repair	506,361	513,836	532,217	517,495	481,591	529,331	526,602	530,651	532,530	540,379	5,210,993
Capacity Optimization	11,018	6,720	10,534	14,880	18,534	17,940	20,577	23,390	20,209	18,649	162,451
Transformational Initiatives	160,185	172,258	176,647	187,517	152,544	175,815	164,995	166,938	185,151	148,401	1,690,451
<i>(\$ in thousands)</i> TOTAL	677,564	692,814	719,398	719,892	652,669	723,086	712,174	720,979	737,890	707,429	7,063,895

Department of Agriculture and Markets

At-A-Glance

The mission of the Department of Agriculture and Markets is to foster a competitive food and agriculture industry that benefits producers and consumers alike. Agriculture occupies one-quarter of the State's land area and contributes immensely to the quality of life in New York by generating economic activity and producing wholesome products to nourish our families. The Department works diligently to promote a viable agricultural industry, foster agricultural environmental stewardship, and safeguard our food supply.

Within its mission, the Department directs operations at the New York State Fair, which in turn conducts an annual celebration of the economic, cultural, and institutional strengths indigenous to New York with a special emphasis on agriculture as one of the State's largest and most important industries. Along with 12 days of expositions, the Fair offers various forms of affordable entertainment and amusement for families and friends, and showcases the talents, skills, and aspiration of our youth. The Fair promotes agricultural growth and awareness through educational programs, statewide competitions in breeding and showing of livestock, and the sale of the State's agricultural and food products. The Fairgrounds



Department of Agriculture and Markets

proper are comprised of over 300 acres and approximately 100 structures. The New York State Fair draws between 800,000 and 1,000,000 people each year, with non-fair events drawing upwards of 300,000 more.

Capital Program Components

State Fair Buildings and Infrastructure

- **Comprehensive infrastructure upgrade study:** To be conducted to fully scope the investments needed to upgrade electrical, storm drainage, sewer, water, phone, and data systems.
- **Roof and Façade Rehabilitation and Replacement:** The capital plan calls for an initial investment of \$2.3 million over the next five years to halt the damage caused by roof problems and to stabilize and restore building facades.
- **Energy Efficiency:** Establish a partnership with the New York Power Authority's Energy Services Group to analyze energy efficiency opportunities.
- **Safety and Security Projects:** An initial investment of \$4.5 million over the next five years to upgrade fire detection and suppression, public address and security systems and make infrastructure improvements to assure the safety and security of the one million plus visitors to the site each year as well as the protection of the assets.



Department of Agriculture and Markets

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Building Systems and Infrastructure	0	0	500	1,000	394	0	0	0	0	0	1,894
State Fairgrounds	3,250	4,000	4,250	4,500	4,500	4,500	4,500	4,500	4,500	4,500	43,000
TOTAL	3,250	4,000	4,750	5,500	4,894	4,500	4,500	4,500	4,500	4,500	44,894
Capital Plan Categories											
State of Good Repair	3,250	4,000	4,250	4,500	4,500	4,500	4,500	4,500	4,500	4,500	43,000
Capacity Optimization	0	0	500	1,000	394	0	0	0	0	0	1,894
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	3,250	4,000	4,750	5,500	4,894	4,500	4,500	4,500	4,500	4,500	44,894
<i>(\$ in thousands)</i>											

Department of Agriculture and Markets

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	10,196	700	500	1,000	394	0	0	0	0	0	12,790
Planned Spending	1,250	1,500	1,750	2,000	2,000	2,000	2,000	2,000	2,000	2,000	18,500
Spending from New Commitments	2,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	24,500
TOTAL	13,446	4,700	4,750	5,500	4,894	4,500	4,500	4,500	4,500	4,500	55,790
Source of Funds											
Bond Financing	2,940	0	500	1,000	394	0	0	0	0	0	4,834
State Pay-As-You-Go	10,506	4,700	4,250	4,500	4,500	4,500	4,500	4,500	4,500	4,500	50,956
TOTAL	13,446	4,700	4,750	5,500	4,894	4,500	4,500	4,500	4,500	4,500	55,790
<i>(\$ in thousands)</i>											

Development Authority of the North Country

At-A-Glance

The Development Authority of the North Country is a New York State public benefit corporation created by State legislation in 1985 to develop infrastructure associated with the expansion of the U.S. Army installation at Fort Drum while also making that infrastructure available to neighboring communities. The Authority services Lewis, Jefferson, and St. Lawrence Counties, which have a combined population of 256,672, and has net assets of approximately \$140 million, 65 employees, and an annual operating budget of \$25 million.

The mission of the Authority is to serve the common interests of Jefferson, Lewis, and St. Lawrence Counties by providing technical services and infrastructure that will enhance economic opportunities in the region and promote the health and well being of its communities. The Authority enjoys a stable revenue stream from operations, enabling it to establish appropriate capital reserves and maintain its infrastructure and facilities in a state of good repair.

The Authority has four program divisions: Solid Waste Management, Water Quality Management, Telecommunications, and Regional Development. The divisions are supported by administrative, finance, engineering, information technology, and compliance staff functions.

The Authority owns and operates water and sewer infrastructure linking the City of Watertown's facilities to Fort Drum; a regional waterline serving communities in western Jefferson County; a solid waste management facility that serves four counties; and a 1,250 mile open access telecommunications network. In addition, the Authority provides contract operations and maintenance services to 28 communities to

support water and sewer facilities; provides technical assistance in geographic information services and other telemetry services; and administers revolving loan funds for affordable housing and business development.

Capital Program Components

Solid Waste

The Authority operates a regional landfill in accordance with federal and state compliance standards. A landfill expansion is in the process of permitting and design and will require construction within the time frame. Operational requirements of the facility will include significant operating equipment, extensive landfill gas collection systems, and closure requirements.

Water Quality

The Authority owns, operates, and maintains water and wastewater transmission pipe lines servicing Fort Drum and local communities. The Division provides operational, maintenance, and technical services to municipalities for water and wastewater treatment facilities.

Telecommunications

The Authority owns, operates, and maintains a 1,250 mile telecommunications network. The network is a carrier-class, middle-mile transporter with specialized networks for education and two regional health care networks. The Authority network provides synchronous optical network (SONET) and Ethernet capabilities for high speed broadband.

Development Authority of the North Country

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Water Quality	755	195	200	8,432	2,500	2,030	20	0	0	50	14,182
Solid Waste	2,552	5,480	4,618	920	12,875	22,055	11,258	10,225	38,640	7,075	115,698
Telecom	5,051	1,088	4,334	619	3,125	2,645	665	2,687	710	734	21,658
TOTAL	8,358	6,763	9,152	9,971	18,500	26,730	11,943	12,912	39,350	7,859	151,538
Capital Plan Categories											
State of Good Repair	3,574	6,320	5,449	1,658	3,427	3,345	3,947	2,104	1,729	1,824	33,377
Capacity Optimization	4,284	443	3,703	8,313	12,573	5,385	7,996	10,808	7,621	6,035	67,161
Transformational Initiatives	500	0	0	0	2,500	18,000	0	0	30,000	0	51,000
TOTAL	8,358	6,763	9,152	9,971	18,500	26,730	11,943	12,912	39,350	7,859	151,538
<i>(\$ in thousands)</i>											

Development Authority of the North Country

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	0	0	0	0	0	0	0	0	0	0	0
Planned Spending	8,358	6,763	9,152	9,971	0	0	0	0	0	0	34,244
Spending from New Commitments	0	0	0	0	18,500	26,730	11,943	12,912	39,350	7,859	117,294
TOTAL	8,358	6,763	9,152	9,971	18,500	26,730	11,943	12,912	39,350	7,859	151,538
Source of Funds											
Authority Bond Financing	150	5,000	3,000	7,850	2,500	21,000	0	8,400	37,200	5,600	90,700
Authority Reserved Funded (Other)	4,879	1,476	5,879	1,446	15,920	5,620	11,843	4,432	2,070	2,129	55,694
Authority Pay-As-You-Go (Other)	829	287	273	675	80	110	100	80	80	130	2,644
Federal Grants	2,500	0	0	0	0	0	0	0	0	0	2,500
TOTAL	8,358	6,763	9,152	9,971	18,500	26,730	11,943	12,912	39,350	7,859	151,538
<i>(\$ in thousands)</i>											

Department of Environmental Conservation

At-A-Glance

The Department of Environmental Conservation (DEC) is responsible for the protection and management of the State's environmental resources. DEC carries out a wide range of environmental, regulatory, remedial, resource management, outdoor recreation, and education programs under State and federal law.

Extensive physical facilities located throughout the State are necessary to meet these responsibilities. DEC maintains almost 2,000 facilities, manages 5.2 million acres of land, and employs approximately 2,990 permanent employees at a central office located in Albany and regional offices in Avon, Buffalo, Long Island City, New Paltz, Ray Brook, Schenectady, Stony Brook, Syracuse and Watertown.

DEC owns and maintains 577 dams, 106 flood control facilities, 52 campgrounds, 6 day use areas, 294 water way access sites, 2,400 miles of roads, 4 education camps, 4 environmental education centers, 12 fish hatcheries, 2 sign production facilities, and maintenance centers. DEC's infrastructure, while spread across all 10 Economic Development Regions, tends to be located in rural and forested parts of the State.

The Department has 14 Divisions; 5 have significant participation in DEC's capital program. The Division of Operations provides technical services, facilities management, and maintenance for all physical assets of DEC and is responsible for implementing the capital plan.

The Division of Lands and Forests manages and stewards public lands and easements across the State and is largely responsible for the State Lands and Forests component. The Division of Fish, Wildlife and Marine provides oversight of 200,000 acres of Wildlife Management Areas and operates the

12 fish hatcheries. The Division of Environmental Remediation implements the Environmental Remediation and Restoration capital plan component. The Division of Water plays a key role in the Flood Control Infrastructure component and the Municipal Wastewater Infrastructure component. Other Divisions also have roles, to a lesser extent, especially in implementing individual programs of the Environmental Protection Fund.

Capital Program Components

Flood Control Infrastructure

This component includes maintenance and repairs at DEC's flood control projects and dams; shore protection projects; maintenance of water gages; and floodplain mapping.

DEC is contractually obligated to maintain 106 flood control projects comprised of levees, flood walls, dams, pumps, and channels. Maintenance has been deferred. DEC's capital plan includes maintenance and repair tasks for various flood control projects on the basis of priority need.

DEC undertakes limited coastal hazard and inlet navigation maintenance projects in conjunction with the U.S. Army Corps of Engineers on a 65% federal, 35% non-federal cost share. The fiscal year 2012-13 New York Works appropriation included \$27.35 million for seven identified shore protection projects, one in New York City and six on Long Island.

DEC owns 577 dams that serve to impound streams to create lakes. Twenty-four dams are classified as "high" or "intermediate" hazard structures where failure poses serious threat to human life or significant property damage, while others are low hazard. This component covers maintenance and repair of these structures to ensure their safety and compliance with regulation.

Department of Environmental Conservation

Facility Infrastructure, Fleet, and Equipment

This component includes repair, maintenance, or renovation of Department assets that are not used by the general public, including offices, laboratories, maintenance centers, and sign shops. Also included is maintenance of DEC's inventory of vehicles and equipment. Finally, this component includes repairs, maintenance, and modernization projects at DEC's 12 fish hatcheries and related facilities.

E-Business

The Environmental E-Business component of the Capital Plan is a transformational initiative to allow all DEC customers to conduct business with DEC over the Internet, including paying fees, submitting compliance reports, accessing information related to regulated activities, and applying for environmental permits and licenses. Environmental E-Business is designed to make DEC more efficient and demonstrate that New York is Open for Business.

Environmental Remediation and Restoration

This component includes the State Superfund Program, the Brownfield Cleanup Program, plugging 4,100 abandoned and orphaned oil and gas wells, and capital expenditures associated with the closed Adirondack Landfill.

Under the State Superfund Program, DEC has to date spent or encumbered nearly \$900 million to address 1,560 of the 2,376 sites that have been identified as needing evaluation.

The Brownfield Cleanup Program is designed to clean up sites that impair community and economic development.

Recreation and State Land Management

DEC manages 5.2 million acres of land, the great majority which is forest preserve or State forest. This component of the capital plan includes various investments in the management of this forested land, including third-party certification of our forest management ("green certification"); development and maintenance of the recreational trail systems; road maintenance in the State forests; and invasive species controls on State land.

This component also encompasses maintaining a state of good repair at DEC's 5 day-use recreation areas, 52 campgrounds, 4 education centers, and 4 education camps.

Environmental Protection Fund Projects

The Environmental Protection Fund component, consisting of the Solid Waste Account, the Parks and Recreation Account, and the Open Space Account, has specific legislative purposes; is implemented collectively by DEC, the Office of Parks, Recreation and Historic Preservation, the Department of State, Empire State Development, and the Department of Agricultural and Markets. It supports diverse projects, many of which are municipal.

Municipal Wastewater Infrastructure

The seriously deteriorated state of wastewater infrastructure is a major burden on municipal budgets and is constraining economic growth in New York's communities. There are over 600 municipal wastewater treatment plants in the State serving 1,610 communities with sewer systems. This component of the capital plan covers funding made available through New York's Clean Water State Revolving Loan Fund.

Department of Environmental Conservation

Proposed Commitments Statewide

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Flood Control Infrastructure	5,350	8,851	9,446	21,382	22,080	20,261	21,453	21,147	22,446	32,302	184,718
Facility Infrastructure, Fleet, and Equipment	11,926	9,850	9,400	10,204	10,660	8,495	7,725	10,775	11,840	11,165	102,040
E-Business	8,000	8,000	8,000	8,000	3,000	4,000	4,000	4,000	4,000	4,000	55,000
Environmental Remediation and Restoration	175,000	175,000	175,000	175,000	123,000	180,000	180,000	180,000	180,000	180,000	1,723,000
Recreation and State Lands and Forests Management	16,500	16,045	16,300	3,560	910	1,600	1,873	4,660	3,624	3,353	68,425
Environment Protection Fund Projects	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	1,400,000
Municipal Wastewater Infrastructure	174,000	174,000	174,000	174,000	174,000	200,000	200,000	200,000	200,000	200,000	1,870,000
TOTAL	530,776	531,746	532,146	532,146	473,650	554,356	555,051	560,582	561,910	570,820	5,403,183
Capital Plan Categories											
State of Good Repair	369,637	373,716	393,318	381,837	344,464	409,736	406,405	412,247	414,501	422,205	3,928,066
Capacity Optimization	1,734	1,277	1,331	567	567	555	581	582	588	614	8,396
Transformational Initiatives	159,405	156,753	137,497	149,742	128,619	144,065	148,065	147,753	146,821	148,001	1,466,721
TOTAL	530,776	531,746	532,146	532,146	473,650	554,356	555,051	560,582	561,910	570,820	5,403,183
<i>(\$ in thousands)</i>											

Department of Environmental Conservation

Cash Disbursements (1, 2)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	212,247	142,473	106,721	85,386	66,816	17,500	17,500	17,500	17,500	17,500	701,143
Planned Spending	261,353	267,877	252,141	258,990	224,111	300,560	300,108	300,945	300,741	300,017	2,766,843
Spending from New Commitments	112,935	131,109	163,440	155,708	139,510	236,296	237,444	242,137	243,669	253,302	1,915,550
TOTAL	586,535	541,459	522,302	500,084	430,437	554,356	555,052	560,582	561,910	570,819	5,383,536
Source of Funds											
Bond Financing	224,184	199,723	180,000	185,400	138,135	220,371	221,319	224,062	226,558	235,867	2,055,619
Federal Pay-As-You-Go	136,506	102,542	102,587	102,587	102,587	150,985	150,733	153,520	152,352	151,952	1,306,351
State Pay-As-You-Go	169,745	183,094	183,615	183,615	183,615	183,000	183,000	183,000	183,000	183,000	1,818,684
General Obligation Bonds	56,100	56,100	56,100	28,482	6,100	0	0	0	0	0	202,882
TOTAL	586,535	541,459	522,302	500,084	430,437	554,356	555,052	560,582	561,910	570,819	5,383,536
<i>(\$ in thousands)</i>											

(1) Bond Financing includes FY 2013 New York Works appropriations spending in FY 2014 and FY 2015.

(2) State Pay-As-You-Go includes Environmental Protection Fund.

Hudson River Park Trust

At-A-Glance

The Hudson River Park Trust (the Trust) was created by State legislation to serve as a unique city-state entity to oversee the design, construction, and operation of Hudson River Park (the Park). The Park covers five miles along Manhattan’s western waterfront from the Battery in Lower Manhattan to 59th Street. In addition to approximately 150 acres of upland park and commercial areas, the Park also manages a 400-acre Hudson River Estuarine Sanctuary. The mission of the Trust is to encourage, promote, and expand public access to the Hudson River, to promote water-based recreation, and enhance the natural, cultural, and historic aspects of the river along the length of the Park for residents and visitors to the area.

By investing more than \$320 million in the Trust to renovate this waterfront to date, the State and City of New York have fostered the growth and redevelopment of the adjacent blocks on the West Side of Manhattan and created or sustained more than 3,300 jobs within the Park. Since the Park’s inception, 94 buildings have been built or renovated adjacent to the Park equaling over \$3 billion in private construction investment. For every \$1 the State and City have invested, the private sector has invested \$10. The Regional Plan Association projected that adjacent property value has increased by \$1.1 billion directly attributable to the development of the Park.

The Trust’s operating budget in 2013 is \$15.7 million with an additional capital maintenance budget for 2013 of \$7 million. The entire operating budget is self-generated. The trust employs 60 full-time and 34 seasonal and part-time employees directly. Businesses located within the Park employ approximately 3,300 workers in such diverse fields as tourism, maritime commerce, commercial recreation, cultural, restaurant, and

retail. The Park attracts 17 million annual visits, including 135,000 people attending events, 400,000 participating in sports, and 7,500 children participating in education programs.

Capital Program Components

Pier 54 Redevelopment

Pier 54 is a designated public park pier and is State property. Earlier this year, the Trust was forced to close most of the pier to ensure public safety. The Trust plans to demolish it next year to make way for a new pier that meets the Trust’s 50-year build standard.

Pier 54 will generate approximately 120 construction jobs. With an estimate of 50 events per year, there will be thousands of direct and indirect jobs with economic investment in hospitality, tourism, food and beverage sales. In its initial years, the Pier will generate \$500,000 annually to support Park operations, growing to \$1 million annually.

Pier 26 + Upland Construction

Pier 26 is located in Tribeca and is State-owned property. Several years ago, the Trust was able to rebuild the pier structure with approximately \$24 million in federal monies from the Lower Manhattan Development Corporation. The Trust is currently spending approximately \$7 million in New York City capital funding to build a restaurant and boathouse on the eastern portion of the pier. Once tenanted, the restaurant will become another rent-generating use to support the Park’s maintenance. Finally, the Trust has nearly \$10 million committed from Con Edison for a long-planned river research and education facility on Pier 26.

Hudson River Park Trust

Gansevoort Peninsula Redevelopment

The Trust was the financial beneficiary of a legal settlement with the New York City Department of Sanitation (DSNY) several years ago. As a penalty for not meeting the Hudson River Park Act's established vacate date for its operations, DSNY was required to make a payment to the Trust to be used solely for designing or building the future public park on the Gansevoort Peninsula. By the time DSNY leaves the site at the end of 2014, the Trust expects the payment to have reached over \$20 million. Sanitation is also required to demolish the existing structures on the site and to remediate the soils—additional costs that would otherwise add millions more to the Park's project cost.

Pier 40 Pile Repair Program

Pier 40 is an essential part of the Trust's income stream, historically generating 35–40% of the Trust's operating income (it currently nets approximately \$5.5 million), almost entirely from a parking garage operated by the Trust. Unfortunately, Pier 40 has also reached the end of its useful life. The Trust inherited the pier from the Department of Transportation and it has never received repairs required to keep it in good condition. To keep the asset viable, the Trust needs to begin investing in a pile repair program. Pier 40 has over 13 miles of piles (3,600 piles) whose condition range from good to extremely poor.

Pier 97

As part of the same settlement with DSNY described above for the Gansevoort Peninsula, the Trust also received funding from New York City to reconstruct Pier 97. Over the last 18 months, the Trust has rebuilt the marine platform for Pier 97 with \$17 million in New York City funds received from this settlement. By spring 2013, the pier structure will be

complete and will meet the Trust's 50-year build standard. However, the Trust does not have the balance of the funds needed to finish the design and construction needed to put the pier into service for the public. The reconstructed pier has no lights, utilities, or sufficient walking surface, let alone landscaping.

Circle Line/42nd Street Waterfront Gateway

The Trust is seeking funding for a 42nd Street Waterfront Gateway entrance that will enhance the safety of and visually improve the highly-touristed western terminus of 42nd Street in Manhattan from West 39th to West 44th Streets, benefiting the private sector businesses located there.

Even in its current ragged condition, this location currently serves approximately 4.3 million tourists and commuters annually; more than two million customers use the piers occupied by Circle Line/World Yacht and the Intrepid Sea-Air-Space Museum alone.

Hudson Yards Upland

The area connecting the completed park sections in Chelsea with the maritime businesses in midtown is expected to be the final area to undergo construction in the Park. The Trust has not yet advanced designs for this area since it is located opposite the Hudson Yards/Related Companies and Javits Convention Center. Plans for this area of the Park will be designed to complement the plans for these sites.

Hudson River Park Trust

Proposed Commitments Statewide (1, 2)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Pier 54	450	7,055	18,300	11,755	0	0	0	0	0	0	37,580
Pier 26 + Uplands	0	2,000	6,500	14,000	0	4,100	0	0	0	0	26,600
Gansevoort Peninsula	0	4,950	11,250	9,500	20,725	0	0	0	0	0	46,425
Pier 40 Piles Repair	700	1,800	1,300	2,500	1,400	900	1,500	1,600	1,600	1,250	14,550
Pier 97	0	0	0	0	0	1,100	3,745	11,885	7,530	0	24,260
Circle Line Frontage/West 42nd St.	530	1,000	2,500	1,000	0	3,850	0	0	0	0	8,880
Hudson Yards	0	0	0	0	0	4,550	12,435	6,500	0	0	23,485
TOTAL	1,680	16,805	39,850	38,775	22,125	14,500	17,680	19,985	9,130	1,250	181,780
Capital Plan Categories											
State of Good Repair	1,400	1,300	700	1,000	700	750	750	800	800	850	9,050
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	280	15,505	39,150	37,775	21,425	13,750	16,930	19,185	8,330	400	172,730
TOTAL	1,680	16,805	39,850	38,775	22,125	14,500	17,680	19,985	9,130	1,250	181,780
<i>(\$ in thousands)</i>											

(1) \$24 million in Federal capital and \$7 million in City capital have already been spent to construct the Pier 26 infrastructure and buildings.

(2) \$17 million in City settlement funding beyond the NYS/NYC match has already been spent to construct the Pier 97 infrastructure.

Hudson River Park Trust

Cash Disbursements (1, 2, 3)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Spending from Committed Funds	1,000	11,950	29,600	21,650	3,000	0	0	0	0	0	67,200
<i>Settlement Proceeds</i>	0	3,450	11,100	7,650	0	0	0	0	0	0	22,200
<i>Private</i>	1,000	6,000	13,500	11,500	3,000	0	0	0	0	0	35,000
<i>Con Ed</i>	0	2,500	5,000	2,500	0	0	0	0	0	0	10,000
Spending from New Commitments	680	4,855	10,250	17,125	19,125	14,500	17,680	19,985	9,130	1,250	114,580
TOTAL	1,680	16,805	39,850	38,775	22,125	14,500	17,680	19,985	9,130	1,250	181,780
Source of Funds											
New York City	0	3,500	7,000	6,550	10,775	13,795	12,475	14,740	8,335	0	77,170
Balance of NYC Settlement Proceeds	0	3,465	11,135	7,670	0	0	0	0	0	0	22,270
Lower Manhattan Development Corp.	0	0	2,200	9,700	7,500	0	0	0	0	0	19,400
Private	1,680	7,340	14,500	12,350	3,850	705	5,195	5,220	795	1,250	52,885
Con Ed	0	2,500	5,000	2,500	0	0	0	0	0	0	10,000
Other	0	0	15	5	0	0	10	25	0	0	55
TOTAL	1,680	16,805	39,850	38,775	22,125	14,500	17,680	19,985	9,130	1,250	181,780
<i>(\$ in thousands)</i>											

(1) The allocations from NYC do not show NYC allocations that are currently supporting active executed contracts totaling \$23 million in City capital. NYS is currently supporting only \$1.5 million in active contracts with the balance of matching funding reappropriated (\$15.5 million) or in the current NYS budget.

(2) \$24 million in Federal capital and \$7 million in City capital have already been spent to construct the Pier 26 infrastructure and buildings.

(3) \$17 million in City settlement funding beyond the NYS/NYC match has already been spent to construct the Pier 97 infrastructure.

Olympic Regional Development Authority

At-A-Glance

The Olympic Regional Development Authority (ORDA) was originally created by the State of New York to manage the facilities used during the 1980 Olympic Winter Games at Lake Placid. ORDA operates Whiteface Mountain ski area located in the Town of Wilmington, just 15 minutes outside the Village of Lake Placid; the Olympic Center; the Conference Center at Lake Placid; the United States Olympic Training Center; the Olympic Jumping Complex and Olympic Sports Complex; and Gore Mountain ski area located in North Creek, New York, 80 miles south of Lake Placid. Beginning with fiscal year 2012–13, ORDA assumed operations at Belleayre Mountain Ski Center in Ulster County. As host to international and national championship sporting events as well as special events and concerts, the Authority has brought millions of athletes and spectators to the Adirondack Region and anticipates attracting winter and summer tourists alike to the Catskill Region.

Through these facilities, ORDA offers a wide spectrum of activities for the consumer, whether they be aspiring Olympic athletes, recreational users, tourists, or casual visitors to the area: alpine skiing, cross-country skiing, hockey tournaments, figure skating, informational historic tours, snowboarding, biathlon, bobsled and luge rides, scenic gondola rides, Olympic experiences, corporate team building, mountain biking, hiking, soccer tournaments, concert events, and local festivals.

The Authority stimulates the economy of an area that includes Essex, Warren, Ulster, and Delaware Counties. ORDA provide jobs for as many as 1,350 residents, and its impact to the State is estimated to be

approximately \$350 million annually. This has been estimated to represent more than one-half of all tourism's contribution to the economies of Clinton, Essex, Franklin, and Warren Counties.

ORDA has not had a clearly defined capital plan and has had to primarily rely on State appropriations to effect repairs and improvements to its facilities. There have been several occasions where ORDA has taken on tax exempt bank loans to undertake projects where State funding was not available. From 1997–99 ORDA received \$11.2 million for projects at the Olympic venues through the U.S. Department of Housing and Urban Development's Special Projects grants program.

Capital Program Components

ORDA has produced a detailed 10-year capital plan comprised of over 330 projects addressing all of its assets in the following categories:

Equipment Maintenance

Building Maintenance

Infrastructure

Other (Vehicle Maintenance, Information Technology, Health, and Safety)

Olympic Regional Development Authority

Proposed Commitments Statewide

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Equipment	3,500	5,000	3,000	2,500	3,500	2,000	3,500	3,000	5,000	2,000	33,000
Buildings	750	0	1,000	1,000	500	2,000	750	1,000	0	1,500	8,500
Infrastructure	500	0	500	750	500	500	500	500	0	750	4,500
Other	250	0	500	750	500	500	250	500	0	750	4,000
TOTAL	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
Capital Plan Categories											
State of Good Repair	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
<i>(\$ in thousands)</i>											

Olympic Regional Development Authority

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	0	0	0	0	0	0	0	0	0	0	0
Planned Spending	0	0	0	0	0	0	0	0	0	0	0
Spending from New Commitments	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
TOTAL	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
Source of Funds											
Bond Financing	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
<i>(\$ in thousands)</i>	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000

Office of Parks, Recreation and Historic Preservation

At-A-Glance

The Office of Parks, Recreation, and Historic Preservation (OPRHP or State Parks) operates New York's 213 State parks and historic sites, which welcome 58 million annual visitors. New York has the most developed state park system in the nation, encompassing 178 State parks, 35 State historic sites, 5,000 buildings, 29 golf courses, 36 swimming pools, 63 beaches, 27 marinas, 40 boat launch sites, 18 nature centers, 817 cabins, 8,355 campsites, more than 1,350 miles of trails, 106 dams, 640 bridges, hundreds of miles of roads, and dozens of historic structures.

State Parks employs 1,730 permanent and 4,500 seasonal staff. More than 90% of the workforce is located in the field, with a heavy focus on operating and maintaining the park system. State Park's annual operating budget is approximately \$170 million, of which \$65 million comes from park system revenues and \$105 million from the State's General Fund.

The mission of State Parks is to provide enjoyable, diverse, and safe recreational and interpretative opportunities for the 58 million residents and out-of-state visitors to the park system, and to be responsible stewards of our valuable natural, historic, and cultural resources.

The park system is a significant economic asset for New York State. Direct spending by OPRHP and spending by State park visitors generates \$1.9 billion of annual economic output, \$440 million in employment income, and 20,000 jobs. State parks are a major component of New York's tourism economy (particularly upstate) and support community vitality and quality of life that are important drivers for attracting and maintaining private businesses across the State.

State Parks 11 regions are established in the Parks Law. The Regional Directors and regional offices have direct management responsibility for overseeing all aspects of operating and maintaining the State parks and historic sites, including capital program management.

Capital Program Components

Public Health and Safety

Repair outdated facilities and infrastructure that present health and safety issues including drinking water systems, sewage treatment facilities, electrical supply systems, dams that do not meet current safety standards, contaminated site remediation, and Americans with Disabilities Act (ADA) compliance.

Rehabilitate Deteriorated Park Facilities

Rehabilitate existing facilities that have exceeded useful life such as visitor centers, bathrooms, shower buildings, campgrounds, picnic shelters, playgrounds, recreational fields, bathhouses and pools, roadways and parking areas, historic structures, and energy efficiency measures.

New Park Visitor Facilities

Strategic investments to develop new facilities to meet public demand, such as nature centers at flagship parks, interpretive centers at historic sites, additional rental cabins, and development of parking areas and trails at currently undeveloped parks.

Office of Parks, Recreation and Historic Preservation

Park Operations Heavy Equipment

Replacement of heavy equipment, such as dump and plow trucks, bucket trucks, front end loaders, excavators, and garbage trucks, that have exceeded their useful life. State Parks typically retains heavy equipment for 20 years, which significantly exceeds industry standards.

Natural Resource Stewardship & Trails

Maintain existing hiking, bicycling, snowmobiling, and multi-trails, improve undeveloped rail-trails, address water quality impairments in lakes and streams, restore degraded ecosystems, remove invasive species, and improve habitat for wildlife and endangered species.



State Parks: Niagara Falls State Park Renovation

New York Works includes an historic \$25 million commitment to fund improvements to Niagara Falls State Park's most popular and heavily used areas, including:

- Rehabilitation of the park's major viewing areas including: Luna Island, Terrapin Point, Stedman's Bluff, Prospect Point, Three Sisters Island, pathways that lead around the park, and scenic overlooks and gorge trails in Whirlpool State Park
- Improvements to pedestrian and vehicle entrances to the park, including enhanced wayfinding signage to guide visitors to popular locations and facilities throughout the park
- Reconstruction of the Cave of the Winds area, which is one of the park's most popular attractions



- Design of a replacement for the American Falls Bridge, which due to deterioration currently has been reinforced with a temporary bailey bridge
- Infrastructure improvements to the park's aging water, sewer, stormwater, and electrical utility systems

Ground-breaking on the first phase of projects occurred in the fall of 2012. Construction of the remaining projects will occur over the next several years.

Office of Parks, Recreation and Historic Preservation

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Facility Health and Safety	55,000	49,500	44,500	39,500	34,500	30,000	30,000	25,000	25,000	25,000	358,000
Rehabilitate Deteriorated Park/Site Facilities	66,500	72,000	77,000	82,000	87,000	75,000	75,000	80,000	80,000	80,000	774,500
New Park Visitor Facilities	4,500	4,500	4,500	4,500	4,500	10,000	10,000	10,000	10,000	10,000	72,500
Natural Resource Stewardship/Trails Projects	1,000	1,000	1,000	1,000	1,000	2,000	2,000	2,000	2,000	2,000	15,000
Park Operations Heavy Equipment	1,500	1,500	1,500	1,500	1,500	1,000	1,000	1,000	1,000	1,000	12,500
TOTAL	128,500	128,500	128,500	128,500	128,500	118,000	118,000	118,000	118,000	118,000	1,232,500
Capital Plan Categories											
State of Good Repair	123,500	123,500	123,500	123,500	123,500	106,000	106,000	106,000	106,000	106,000	1,147,500
Capacity Optimization	5,000	5,000	5,000	5,000	5,000	12,000	12,000	12,000	12,000	12,000	85,000
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	128,500	128,500	128,500	128,500	128,500	118,000	118,000	118,000	118,000	118,000	1,232,500
<i>(\$ in thousands)</i>											

Office of Parks, Recreation and Historic Preservation

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	6,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	51,000
Planned Spending	35,000	35,000	35,000	35,000	35,000	50,000	50,000	50,000	50,000	50,000	425,000
Spending from New Commitments	43,377	59,690	74,478	81,228	85,728	61,800	61,800	61,800	61,800	61,800	653,501
TOTAL	84,377	99,690	114,478	121,228	125,728	116,800	116,800	116,800	116,800	116,800	1,129,501
Source of Funds											
Bond Financing	51,531	66,677	81,250	88,000	92,500	99,000	99,000	99,000	99,000	99,000	874,958
Federal Pay-As-You-Go	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	28,000
State Pay-As-You-Go	25,046	25,213	25,428	25,428	25,428	10,000	10,000	10,000	10,000	10,000	176,543
Other Major Funding Sources	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
TOTAL	84,377	99,690	114,478	121,228	125,728	116,800	116,800	116,800	116,800	116,800	1,129,501
<i>(\$ in thousands)</i>											





University at Albany, College of Nanoscale Science and Engineering.

Deputy Secretary
for Education

New York Works

Division of the
Budget

City University
of New York

Department
of Education

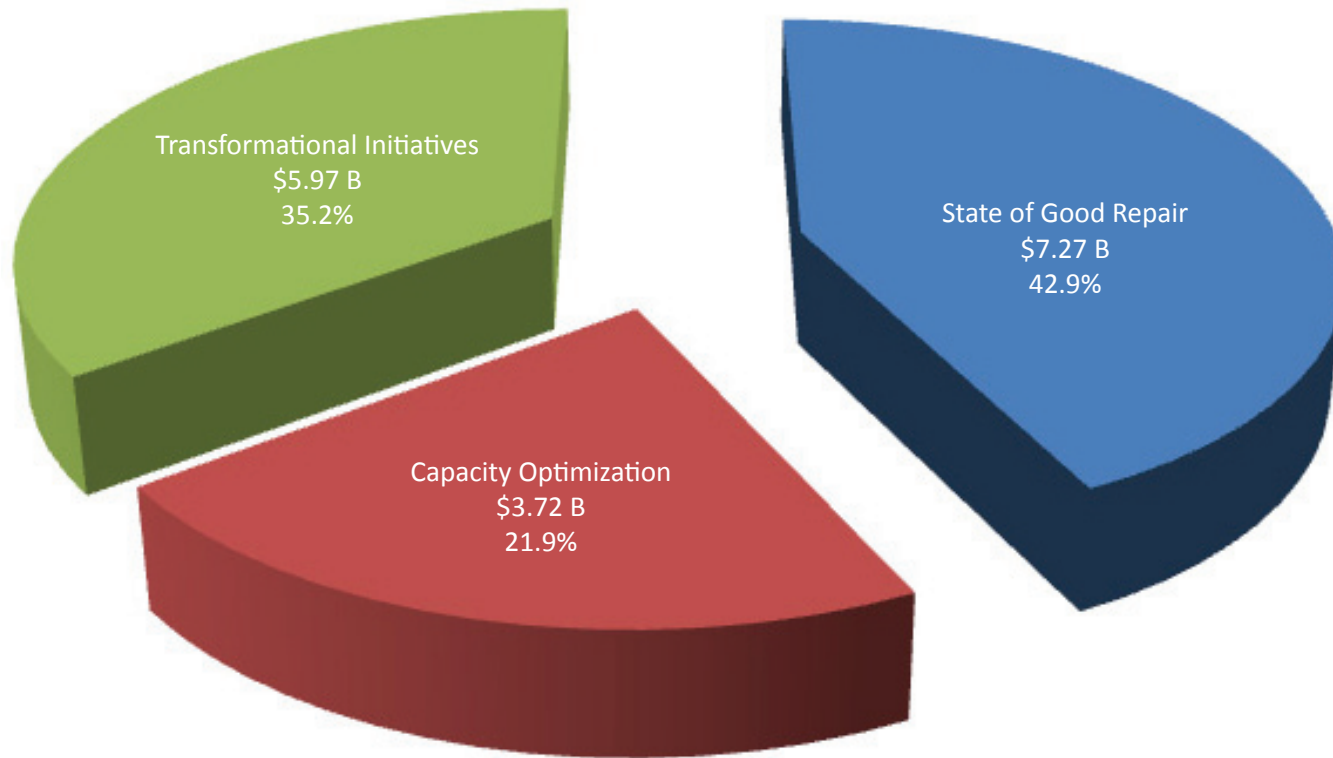
State University
of New York

Education



Education

Investment Commitments by Capital Plan Category
Total Investment \$16.97 B



Education

Investment Commitments by Entity

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
City University of New York	571,258	575,186	582,404	592,403	479,313	444,266	495,193	545,233	585,357	597,065	5,467,678
Department of Education	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400	174,000
State University of New York	1,237,468	1,255,311	1,114,255	725,751	1,065,420	987,516	1,100,718	1,211,946	1,301,137	1,327,159	11,326,681
<i>(\$ in thousands)</i> TOTAL	1,826,126	1,847,897	1,714,059	1,335,554	1,562,133	1,449,182	1,613,311	1,774,579	1,903,894	1,941,624	16,968,359

Investment Commitments by Capital Plan Category

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
State of Good Repair	762,049	727,526	526,480	602,865	773,358	503,709	647,446	740,839	853,305	1,136,403	7,273,980
Capacity Optimization	354,577	484,895	486,530	317,929	346,466	363,291	392,488	365,134	335,337	272,979	3,719,626
Transformational Initiatives	709,500	635,476	701,049	414,760	442,309	582,182	573,377	668,606	715,252	532,242	5,974,753
<i>(\$ in thousands)</i> TOTAL	1,826,126	1,847,897	1,714,059	1,335,554	1,562,133	1,449,182	1,613,311	1,774,579	1,903,894	1,941,624	16,968,359

City University of New York

At-A-Glance

The City University of New York (CUNY) is the nation's leading urban public university. Founded in New York City in 1847 as The Free Academy, the University has 24 institutions: 11 senior colleges, seven community colleges, the William E. Macaulay Honors College at CUNY, the Graduate School and University Center, the CUNY Graduate School of Journalism, the CUNY School of Law, the CUNY School of Professional Studies, and the CUNY School of Public Health. Located across the five boroughs of New York City, the facilities at CUNY's campuses include the traditional and the innovative. The University has 300 buildings comprised of 27.6 million square feet used for classrooms, state-of-the-art computer centers, science and language labs, theaters, gymnasiums, greenhouses, astronomy observatories, and many other purposes.

The City University of New York serves more than 540,000 students and confers approximately 35,000 degrees each year (over 1.1 million in total since 1966-67), raising the potential for each graduate to increase his or her economic status by obtaining a higher rank and better paying job. CUNY awards over 10,000 associate degrees, 16,000 baccalaureate degrees, and 8,000 master's degrees annually.

CUNY's operations are broken down by colleges, institutes, and professional schools. The colleges on each of the campuses operate and maintain all the facilities at CUNY.

The Office of Facilities Planning, Construction and Management (FPCM) is the central administrator of the University's capital construction and is responsible for the Capital Construction Program for all the colleges and institutes. FPCM's emphasis is on supporting the goals of the

University Master Plan and on working with each of the campuses to enhance CUNY's role as the premier urban university in the country. FPCM advances projects from conception through completion, evaluates the merits of capital projects proposed by colleges, ensures their adherence to the University's guidelines for requesting funding, prepares capital budget requests, and manages the implementation of all funded projects.

FPCM consists of the following departments: Space Planning (responsible for determining the space needs for each campus); Design, Construction and Management (responsible for the execution of capital projects); Financial Management (responsible for overseeing financial and procurement operations); Public Private Partnerships (responsible for coordinating efforts to maximize the University's real estate assets); and Vendor Integrity and Investigations.

Capital Program Components

The total cost of the CUNY 10-year capital plan is projected at \$5.4 billion.

Critical Maintenance: \$2.9 billion

Programmatic Expansion: \$1.6 billion

Adaptive Reuse: \$285 million

Equipment/Software: \$580 million



Proposed Commitments Statewide (1)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Critical Maintenance	232,270	239,324	161,443	313,787	373,404	212,692	212,460	322,043	448,877	455,585	2,971,885
Programmatic Expansion	214,563	256,503	346,706	185,055	20,379	169,529	219,097	140,989	33,129	36,896	1,622,846
Adaptive Re-use	35,420	54,217	50,080	34,194	24,681	26,901	40,135	22,752	0	0	288,380
Equipment/Software	89,005	25,142	24,175	59,367	60,849	35,144	23,501	59,449	103,351	104,584	584,567
TOTAL	571,258	575,186	582,404	592,403	479,313	444,266	495,193	545,233	585,357	597,065	5,467,678
Capital Plan Categories											
State of Good Repair	316,997	278,425	192,803	403,357	418,075	285,143	283,054	421,847	503,654	511,015	3,614,370
Capacity Optimization	161,277	170,792	210,150	143,038	14,625	64,003	123,032	32,726	0	0	919,643
Transformational Initiatives	92,984	125,969	179,451	46,008	46,613	95,120	89,107	90,660	81,703	86,050	933,665
TOTAL	571,258	575,186	582,404	592,403	479,313	444,266	495,193	545,233	585,357	597,065	5,467,678
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the University's fiscal year that ends during the State fiscal year.

City University of New York

Cash Disbursements (1)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	454,652	368,866	281,555	223,952	198,476	7,497	4,446	4,369	1,539	660	1,546,012
Planned Spending	0	0	0	0	0	0	0	0	0	0	0
Spending from New Commitments	85,368	197,138	293,630	358,452	393,927	471,816	439,820	490,824	543,694	584,698	3,859,367
TOTAL	540,020	566,004	575,185	582,404	592,403	479,313	444,266	495,193	545,233	585,358	5,405,379
Source of Funds											
Bond Financing	487,953	520,793	535,292	543,005	552,482	457,064	413,760	457,308	497,215	530,767	4,995,639
State Pay-As-You-Go	52,067	45,211	39,893	39,399	39,921	22,249	30,506	37,885	48,018	54,591	409,740
TOTAL	540,020	566,004	575,185	582,404	592,403	479,313	444,266	495,193	545,233	585,358	5,405,379
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the University's fiscal year that ends during the State fiscal year.

Department of Education

At-A-Glance

The State Education Department (SED) is the administrative agency of the Board of Regents and is part of the University of the State of New York (USNY), one of the most complete, interconnected systems of educational services in the United States. USNY includes:

- More than 7,000 public and private elementary and secondary schools
- 248 public and private colleges and universities
- 251 proprietary (for-profit) schools
- Nearly 7,000 libraries including the New York State Library
- 750 museums
- The State Archives
- Vocational rehabilitation and other services for adults with disabilities
- Special education services for pre-school and school-age children and teenagers
- A School for the Blind
- A School for the Deaf
- 25 public broadcasting facilities, including 7 public television stations
- More than 750,000 professionals practicing in 48 licensed professions, including pharmacy, architecture, accounting, and nursing
- 240,000 certified public school teachers, counselors, and administrators

The Department's mission is to raise the knowledge, skill, and opportunity of all the people in New York. Its vision is to provide leadership for a system that yields the best educated people in the world.

Main branches of the Department include:

- **Office of P-12 Education:** Oversees pre-K through 12th grade programs. The division has diverse responsibilities such as Accountability, State Assessment, School Operations and Special Education.
- **Office of Higher Education:** Oversees colleges, universities and proprietary schools.
- **Office of Cultural Education:** Includes the State Archives, the State Library, the State Museum, and the Public Broadcasting Office. The Office supports research, operates programs, and develops collections that serve the long-term interests of the institutions and residents of New York.
- **Office of Performance Improvement and Management Services:** Includes the offices of Human Resources, Information Technology, Facilities and Business Services, State Review Office and External Audits.
- **Chief Financial Office:** Includes the Offices of Fiscal Services, Budget Coordination, Education Finance, Internal Audit, and Internal Controls.

For capital projects, the Department's mission is to maintain each Department owned facility and keep it in good repair and safe working order, and to recognize critical needs for special schools and needed capacity for libraries and other facilities. SED utilizes State general funds and authority bond money issued through the Dormitory Authority of the State of New York for all capital projects.

Capital Program Components

SED-Owned Property

Capital projects that are focused on all SED owned facilities statewide. This 10-year projection is \$34 million and encompasses new construction as well as costs to maintain each existing facility and keep them in good repair.

Public Library Construction

Public Library Construction is to keep libraries in a state of good repair across the State. This 10-year projection is \$140 million.



Department of Education

Proposed Commitments Statewide

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Capacity Replacement	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	140,000
Building Systems and Infrastructure	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	34,000
TOTAL	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400	174,000
Capital Plan Categories											
State of Good Repair	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	34,000
Capacity Optimization	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	140,000
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400	174,000
<i>(\$ in thousands)</i>											

Department of Education

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	116,416	120,099	107,046	37,400	17,400	0	0	0	0	0	398,361
Planned Spending	0	0	0	0	0	0	0	0	0	0	0
Spending from New Commitments	0	0	0	0	0	17,400	17,400	17,400	17,400	17,400	87,000
TOTAL	116,416	120,099	107,046	37,400	17,400	17,400	17,400	17,400	17,400	17,400	485,361
Source of Funds											
Bond Financing	109,799	116,699	103,646	34,000	14,000	14,000	14,000	14,000	14,000	14,000	448,144
State Pay-As-You-Go	6,617	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	37,217
<i>(\$ in thousands)</i>	TOTAL	116,416	120,099	107,046	37,400	17,400	17,400	17,400	17,400	17,400	485,361

State University of New York

At-A-Glance

The State University of New York (SUNY) is the largest public university system in the nation, with 64 unique learning environments in every county, region, and area of the State. These institutions serve approximately 467,000 students, house 72,000 students, employ 88,000 faculty and staff, and treat approximately one million patients every year with an annual operating budget of approximately \$11 billion.

SUNY is made up of 4 university centers and 9 other doctoral granting institutions, 13 comprehensive colleges, 8 colleges of technology, and 30 community colleges. Through these institutions, SUNY offers more than 7,670 degree and certificate programs, covering conventional and non-conventional career fields. In addition, SUNY offers the following:

- Network of 23 Small Business Development Centers, serving companies ranging from one-person firms to giant multinational corporations
- Educational Opportunity Centers enroll over 9,000 students and offer high school equivalence and college preparation courses to help young people and adults prepare for college or learn marketable skills
- Three teaching hospitals service the health needs of New Yorkers
- Community colleges, governed by both the SUNY and local sponsors, offer a gateway to higher education and responding rapidly to workforce needs

The SUNY Capital Program is managed with assistance from the State University Construction Fund (the Fund), which has primary responsibility for the planning, design, and construction of educational and hospital facilities at the State-operated and statutory campuses. In addition, the Fund aids in managing SUNY's dormitory and community college capital program.

Capital Program Components

The total value of the 10-year capital plan for educational facilities in State-operated and statutory campus is projected at \$11.3 billion.

- State-Operated and Statutory Campuses Educational Facilities: \$8.0 billion**
- State-Operated Hospitals: \$781 million**
- State-Operated Residence Halls: \$1.3 billion**
- Community College Program: \$1.3 billion**

SUNY – College of Nanoscale Science and Engineering

The College of Nanoscale Science and Engineering (CNSE) is the first college in the world dedicated to education, research, development, and deployment in the emerging disciplines of nanoscience, nanoengineering, nanobioscience, and nanoeconomics. With more than \$14 billion in high-tech investments, CNSE represents the world's most advanced university-driven research enterprise, offering students a one-of-a-kind academic experience and providing over 300 corporate partners with access to an unmatched ecosystem for leading-edge research and development and commercialization of nanoelectronics and nanotechnology innovations, while creating and retaining more than 15,000 nanotechnology jobs across New York State at an average annual salary of \$87,000.

CNSE's footprint spans upstate New York, including its Albany NanoTech Complex, an 800,000-square-foot megaplex with the only fully-integrated, 300mm wafer, computer chip pilot prototyping and demonstration line within 85,000 square feet of Class 1 capable cleanrooms. More than 3,100 scientists, researchers, engineers, students, and faculty work here, from companies



including IBM, Intel, GlobalFoundries, SEMATECH, Samsung, TSMC, Toshiba, Applied Materials, Tokyo Electron, ASML, and Lam Research. An expansion now underway, part of which will house the world's first Global 450mm Consortium, will add nearly 500,000 square feet of next-generation infrastructure, an additional 50,000 square feet of Class 1 capable cleanrooms, and more than 1,000 scientists, researchers, and engineers from CNSE and global corporations.

In addition, CNSE's Solar Energy Development Center in Halfmoon provides a prototyping and

demonstration line for next-generation CIGS thin-film solar cells, supporting its leadership of the U.S. Photovoltaic Manufacturing Consortium. CNSE's Smart System Technology and Commercialization Center of Excellence in Rochester offers state-of-the-art capabilities for micro-electro-mechanical systems (MEMS) fabrication and packaging. CNSE also co-founded and manages operations at the Computer Chip Commercialization Center at SUNYIT in Utica and is a co-founder of the Nanotechnology Innovation and Commercialization Exceleator in Syracuse.

State University of New York

Proposed Commitments Statewide (1)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Educational Facilities	794,515	861,976	721,317	490,362	536,703	774,653	902,661	1,036,095	1,055,216	811,972	7,985,470
Hospitals	78,718	149,988	132,887	61,976	180,626	87,331	19,933	17,606	24,622	27,619	781,306
Residence Halls	339,827	100,488	113,389	83,231	212,025	58,803	74,098	65,451	91,530	136,746	1,275,588
Community Colleges	24,408	142,859	146,662	90,182	136,066	66,729	104,026	92,794	129,769	350,822	1,284,317
TOTAL	1,237,468	1,255,311	1,114,255	725,751	1,065,420	987,516	1,100,718	1,211,946	1,301,137	1,327,159	11,326,681
Capital Plan Categories											
State of Good Repair	441,652	445,701	330,277	196,108	351,883	215,166	360,992	315,592	346,251	621,988	3,625,610
Capacity Optimization	179,300	300,103	262,380	160,891	317,841	285,288	255,456	318,408	321,337	258,979	2,659,983
Transformational Initiatives	616,516	509,507	521,598	368,752	395,696	487,062	484,270	577,946	633,549	446,192	5,041,088
TOTAL	1,237,468	1,255,311	1,114,255	725,751	1,065,420	987,516	1,100,718	1,211,946	1,301,137	1,327,159	11,326,681
<i>(\$ in thousands)</i>											

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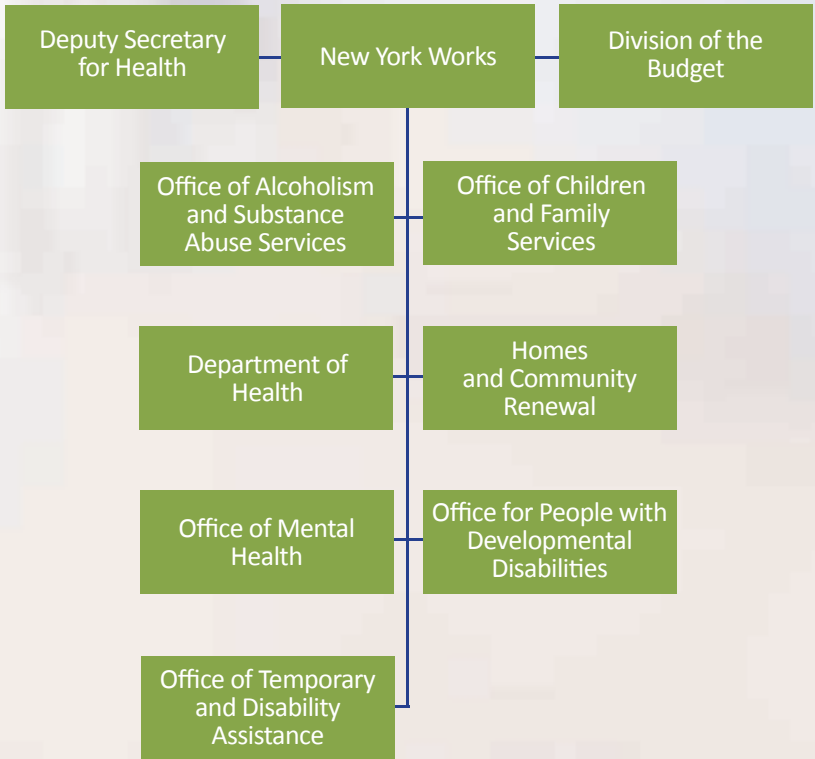
State University of New York

Cash Disbursements (1)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	1,141,033	810,425	614,480	428,465	243,153	16,664	9,883	9,712	3,422	1,468	3,278,705
Planned Spending	0	0	0	0	0	0	0	0	0	0	0
Spending from New Commitments	211,371	427,043	640,832	685,790	482,599	1,048,755	977,633	1,091,005	1,208,524	1,299,668	8,073,220
TOTAL	1,352,404	1,237,468	1,255,312	1,114,255	725,752	1,065,419	987,516	1,100,717	1,211,946	1,301,136	11,351,925
Source of Funds											
Bond Financing	1,204,933	1,035,222	1,016,976	905,361	525,842	971,024	917,813	1,032,598	1,140,175	1,218,765	9,968,709
State Pay-As-You-Go	147,471	202,246	238,336	208,894	199,910	94,395	69,703	68,119	71,771	82,371	1,383,216
<i>(\$ in thousands)</i>	1,352,404	1,237,468	1,255,312	1,114,255	725,752	1,065,419	987,516	1,100,717	1,211,946	1,301,136	11,351,925

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the University's fiscal year that ends during the State fiscal year.

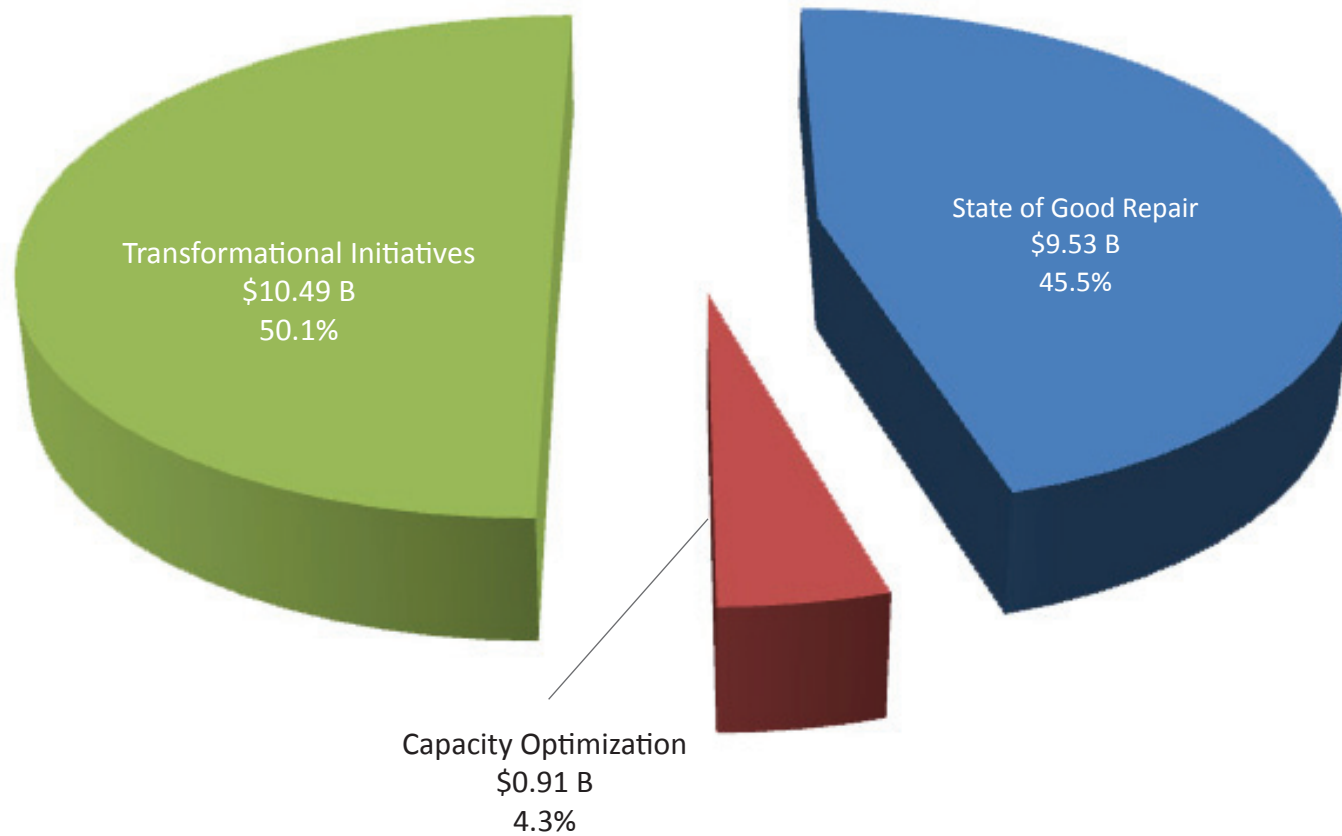




Social Services and Public Health

Social Services and Public Health

Investment Commitments by Capital Plan Category
Total Investment \$20.92 B



Social Services and Public Health

Investment Commitments by Entity

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Office of Alcoholism and Substance Abuse Services	98,856	98,856	98,856	98,856	98,856	131,773	131,773	131,773	131,773	131,773	1,153,145
Office of Children and Family Services	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	190,000
Department of Health	479,051	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	1,230,551
Homes and Community Renewal	1,370,700	1,437,205	1,446,805	1,467,501	1,477,294	1,487,185	1,497,175	1,507,265	1,517,455	1,527,748	14,736,333
Office of Mental Health	196,955	288,777	243,456	243,456	243,456	243,456	243,456	243,456	243,456	243,456	2,433,380
Office for People with Developmental Disabilities	78,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	825,990
Office of Temporary and Disability Assistance	30,000	33,000	33,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	355,000
<i>(\$ in thousands)</i> TOTAL	2,272,661	2,043,437	2,007,716	2,032,412	2,042,205	2,085,013	2,095,003	2,105,093	2,115,283	2,125,576	20,924,399

Investment Commitments by Capital Plan Category

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
State of Good Repair	866,796	968,420	926,939	930,817	934,734	971,607	975,603	979,639	983,715	987,832	9,526,102
Capacity Optimization	441,265	48,714	48,714	52,714	52,715	52,715	52,715	52,715	52,715	52,715	907,697
Transformational Initiatives	965,600	1,026,303	1,032,063	1,048,881	1,054,756	1,060,691	1,066,685	1,072,739	1,078,853	1,085,029	10,490,600
<i>(\$ in thousands)</i> TOTAL	2,272,661	2,043,437	2,007,716	2,032,412	2,042,205	2,085,013	2,095,003	2,105,093	2,115,283	2,125,576	20,924,399

Office of Alcoholism and Substance Abuse Services

At-a-Glance

The Office of Alcoholism and Substance Abuse Services (OASAS) plans, develops, and regulates the State's system of chemical dependence and gambling treatment agencies. This includes the direct operation of 12 Addiction Treatment Centers, which provide inpatient rehabilitation services to 10,000 persons per year. In addition, the Office licenses, funds, and supervises some 1,500 local, community-based, chemical dependence treatment programs, which serve about 110,000 persons on any given day in a wide range of comprehensive services. The Office inspects and monitors these programs to guarantee quality of care and to ensure compliance with State and national standards.

The Office also provides a comprehensive education and prevention program through more than 1,550 programs based in schools and communities; promotes public awareness and citizen involvement through community action groups; establishes linkages of services for clients in other human service agencies and the criminal justice system; provides education and training for persons dealing with clients; and administers the credentialing of alcoholism and substance abuse counselors as well as prevention practitioners and prevention specialists.

OASAS Capital Management's primary program goal is preserving the infrastructure of the existing chemical dependency system's certified sites. Primary strategies include:

- Minor rehabilitation program for the voluntary not-for-profit sector to ensure maintenance of assets

- Replacement of leased sites with owned properties utilizing bond financing
- Appropriate reuse of unused state assets
- Use of the State aid grant lien to secure use of premises for treatment purposes for 30 years when there is bond financing involved
- A multiphase renovation program for the State operated system, which for the most part resides on the campuses of OMH Psychiatric Centers

Capital Program Components

Community Capital

This component encompasses bond financed grants to not-for-profit providers across the State to ensure a state of good repair of the sites that provide substance use disorder treatment.

Institutional Capital

This component encompasses bond financed projects at the 12 State-operated Addiction Treatment Facilities to ensure a state of good repair in the buildings for the health and safety of OASAS's clients.

Design and Construction

This component encompasses the cost of the services provided by the Dormitory Authority of the State of New York and the Office of General Services in assisting OASAS in managing capital projects.

Office of Alcoholism and Substance Abuse Services

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Community Capital	75,356	90,356	90,356	90,356	90,356	123,273	123,273	123,273	123,273	123,273	1,053,145
Institutional Capital	19,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	55,000
Design and Construction	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	45,000
TOTAL	98,856	98,856	98,856	98,856	98,856	131,773	131,773	131,773	131,773	131,773	1,153,145
Capital Plan Categories											
State of Good Repair	98,856	98,856	98,856	98,856	98,856	131,773	131,773	131,773	131,773	131,773	1,153,145
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	98,856	98,856	98,856	98,856	98,856	131,773	131,773	131,773	131,773	131,773	1,153,145
<i>(\$ in thousands)</i>											

Office of Alcoholism and Substance Abuse Services

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	44,669	46,846	51,298	49,470	49,604	0	0	0	0	0	241,887
Planned Spending	3,641	10,677	12,225	20,053	25,919	96,773	106,773	106,773	106,773	106,773	596,380
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	48,310	57,523	63,523	69,523	75,523	96,773	106,773	106,773	106,773	106,773	838,267
Source of Funds											
Bond Financing	37,000	43,734	48,734	53,734	58,734	78,734	88,734	88,734	88,734	88,734	675,606
State Pay-As-You-Go	11,310	13,789	14,789	15,789	16,789	18,039	18,039	18,039	18,039	18,039	162,661
TOTAL	48,310	57,523	63,523	69,523	75,523	96,773	106,773	106,773	106,773	106,773	838,267
<i>(\$ in thousands)</i>											

Office of Children and Family Services

At-a-Glance

The Office of Children and Family Services (OCFS) is dedicated to improving the integration of services for New York's children, youth, families and vulnerable populations; to promoting their development; and to protecting them from violence, neglect, abuse, and abandonment. The Office provides a system of family support, juvenile justice, child care, and child welfare services that promote the safety and well-being of children and adults.

OCFS has an annual operating budget of approximately \$3.8 billion. Its approximately 3,140 full-time equivalent employees provide services throughout New York State. The OCFS Capital Services program is responsible for all OCFS owned and operated residential facilities, day/evening reporting centers, reception centers, and the Tonawanda Indian Community House.

The Office operates a residential care system consisting of reception centers, secure facilities, limited-secure facilities, non-secure facilities, and a group home for youth placed in the custody of OCFS by family and criminal courts. There are also Community Multi-Services Offices statewide that are responsible for services to the youth and family from day one of OCFS placement.

Many of the OCFS facilities are over 50 years old and in fair to good condition due to their severe duty use. Many of the facilities were not built for their current purpose, and the result is a constant and increasingly expensive need for repair and improvement. To address this problem, OCFS continues to implement a long-term capital planning program aimed at preserving the remaining useful life of its facilities and infrastructure.

Capital Program Components

Health and Safety

Design, project management, and construction costs related to compliance with building codes, environmental regulations, and safety and security needs.

Preservation of Facilities

To provide technical review of monitoring of projects in both the design and construction phases, including providing direction to professional contract vendors and other State agencies.

Environmental Protection or Improvements

To provide housing, program, and support space that meet standards and remain functional, safe and secure, while also meeting the State's fiscal demands by optimizing the efficiency and utilization of facilities.

Program Improvement or Change/Security

For the protection of the public, youth, and staff. Evaluate and enhance the overall security of facilities.

Minor Rehabilitation and Improvements

To maintain the structural integrity of existing capital assets and to initiate facility modifications necessary to house Juvenile Delinquents and Juvenile Offenders who require a higher level of security. Accordingly, the capital plan includes funding to undertake health and safety, environmental, facility preservation and security projects.

Tonawanda Indian Community House Maintenance

For the cost of maintaining the Tonawanda Indian Community House.

Office of Children and Family Services

Proposed Commitments Statewide

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Health and Safety	3,750	3,500	3,750	3,750	4,038	4,042	4,042	4,042	4,042	4,042	38,998
Preservation of Facilities	4,375	5,833	5,625	5,625	6,058	6,063	6,063	6,063	6,063	6,063	57,831
Environmental Preservation and Protection	3,125	2,917	3,125	3,125	2,692	2,682	2,682	2,682	2,682	2,682	28,394
Program Improvement and Change/Security	6,250	5,250	5,000	5,000	4,712	4,713	4,713	4,713	4,713	4,713	49,777
Minor Rehabilitation and Improvements	1,418	1,418	1,418	1,418	1,418	1,416	1,416	1,416	1,416	1,416	14,170
Tonawanda Indian Community House	82	82	82	82	82	84	84	84	84	84	830
TOTAL	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	190,000
Capital Plan Categories											
State of Good Repair	15,200	15,200	15,200	15,200	15,199	15,199	15,199	15,199	15,199	15,199	151,994
Capacity Optimization	1,900	1,900	1,900	1,900	1,901	1,901	1,901	1,901	1,901	1,901	19,006
Transformational Initiatives	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	19,000
TOTAL	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	190,000
<i>(\$ in thousands)</i>											

Office of Children and Family Services

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	5,919	9,033	8,764	8,571	5,038	5,038	5,038	5,038	5,038	5,038	62,515
Planned Spending	14,981	11,881	12,167	12,360	15,893	15,893	15,893	15,893	15,893	15,893	146,747
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	20,900	20,914	20,931	20,931	20,931	20,931	20,931	20,931	20,931	20,931	209,262
Source of Funds											
Bond Financing	19,000	19,014	19,031	19,031	19,031	19,031	19,031	19,031	19,031	19,031	190,262
State Pay-As-You-Go	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	19,000
TOTAL	20,900	20,914	20,931	20,931	20,931	20,931	20,931	20,931	20,931	20,931	209,262
<i>(\$ in thousands)</i>											

Department of Health

At-A-Glance

The Department of Health (DOH) is charged with the protection and promotion of the health of New Yorkers through prevention, science, and the assurance of quality health care delivery. DOH is the principal State agency that oversees Medicaid and other public health insurance programs.

The focus of the DOH capital program is the maintenance and operational support of State-operated health care facilities. This includes support for five health care facilities: Helen Hayes Hospital in West Haverstraw and the Oxford, St. Albans, Batavia, and Montrose veterans' nursing homes. Support is also provided to the Wadsworth Center for Laboratories and Research, which is comprised of three laboratories located in Albany County. Over the next year, the State will finalize and begin to implement a master plan to consolidate public health and environmental lab activities. The new laboratory is expected to be developed using private capital resources (which have not yet been finalized or reflected in this plan). DOH also administers the Safe Drinking Water Program.

A more recent component of the DOH capital program is the investment of \$1.6 billion to finance the Health Care Efficiency and Affordability Law for New Yorkers Capital Grant Program (HEAL NY), which will be fully disbursed in FY 2014. HEAL NY supports health care projects to upgrade information systems and technology, enhance the efficiency of facility operations, and support facility improvements, reconfiguration, and consolidation. HEAL NY was also used to implement the recommendations of the Commission on Health Care

Facilities in the 21st Century, which were released in November 2006. Originally a \$1 billion program, the FY 2012 budget included a new investment of \$610 million to ensure that funding would be available for health care reform and restructuring initiatives.

Capital Program Components

HEAL NY

HEAL NY is a multi-year, multi-phased program with two primary objectives:

- To identify and support development and investment in HIT initiatives on a regional level; and
- To identify and support the funding of restructuring plans undertaken in regional health care service delivery areas that result in improved stability.

The \$1.61 billion total program is projected to be complete in FY 2014 with \$396 million in disbursements.

Maintenance of Facilities

This program component provides necessary support for State-operated health care facilities.

Drinking Water Grants

This program component incentivizes municipally and privately owned drinking water systems to make needed drinking water infrastructure improvements (e.g., treatment plants, distribution mains, and storage facilities).

Department of Health

Proposed Commitments Statewide

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
HEAL NY	395,551	0	0	0	0	0	0	0	0	0	395,551
Maintenance of Facilities	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	135,000
Drinking Water Grants	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	700,000
TOTAL	479,051	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	1,230,551
Capital Plan Categories											
State of Good Repair	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	835,000
Capacity Optimization	395,551	0	0	0	0	0	0	0	0	0	395,551
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	479,051	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	1,230,551
<i>(\$ in thousands)</i>											

Department of Health

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	479,051	83,500	40,477	27,582	10,598	0	0	0	0	0	641,208
Planned Spending	0	0	43,023	55,918	72,902	83,500	83,500	83,500	83,500	83,500	589,343
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	479,051	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	1,230,551
Source of Funds											
Bond Financing	171,468	0	0	0	0	0	0	0	0	0	171,468
Federal Pay-As-You-Go	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	700,000
State Pay-As-You-Go	237,583	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	359,083
TOTAL	479,051	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	83,500	1,230,551
<i>(\$ in thousands)</i>											

Homes and Community Renewal

At-A-Glance

Homes and Community Renewal (HCR) consists of all the State's major housing and community renewal agencies. HCR's team of approximately 1,000 highly skilled and qualified employees work in 10 regional offices and are currently organized into five program groups to address the State's affordable housing needs:

- **Finance and Development:** aligns all programs that fund the development of affordable housing, including Low-Income Housing Tax Credit Program, tax-exempt and taxable bond finance programs, and single family loan and capital awards programs.
- **Housing Preservation:** includes all the programs that maintain and enhance the State's portfolio of existing affordable housing. This includes the Section 8 Program, Asset Management, and the Weatherization Assistance Program.
- **Rent Administration:** includes the regulation of private rental housing to maintain an adequate supply of decent, affordable housing for approximately 2.5 million New Yorkers by administering the rent control and rent stabilization laws and regulations.
- **Community Renewal:** includes all the programs geared toward community and economic development, job creation, and downtown revitalization, including the NYS Community Development Block Grant Program, the New York Main Street program, the Affordable Housing Corporation, the Neighborhood Stabilization Program, and the Neighborhood and Rural Preservation Programs.

- **Professional Services:** includes all administrative and support services, including Communications, Human Resources, Legal Affairs, Administration, Fair Housing, Policy Development, and Accounting and Treasury.

HCR is a conduit for finance and therefore does not own the infrastructures, buildings, or facility structures it funds or finances.

Financing vehicles coordinated by HCR include:

- **Affordable Housing Corporation:** creates homeownership opportunities for low- and moderate-income families by providing grants to governmental, not-for-profit, and charitable organizations to help subsidize the cost of newly constructed houses and the renovation of existing housing.
- **The Division of Housing and Community Renewal:** responsible for the supervision, maintenance, and development of affordable low- and moderate-income housing in New York State. This role includes oversight and regulation of the State's public and publically-assisted rental housing; administration of the State's rent regulations and protection of rent regulated tenants; and administration of housing development and community preservation programs, including State and federal grants and loans.
- **Housing Finance Agency:** creates and preserves high quality, affordable multifamily rental housing that serves communities across New York by offering financing to for-profit and not-for-profit developers including Mitchell Lama developments.

Homes and Community Renewal

- **Housing Trust Fund Corporation:** is a subsidiary public benefit corporation of the Housing Finance Agency and creates decent, affordable housing for persons of low-income by providing loans and grants for the rehabilitation of existing housing or the construction of new housing under several HCR programs.
- **Municipal Bond Bank Agency:** provides access to the capital markets for special programs and purposes that benefit municipalities across the State.
- **State of New York Mortgage Agency:** offers five mortgage programs for first-time homebuyers and one mortgage program for previous homeowners to assist with the purchase of a home in New York State. Mortgages are financed through the sale of tax-exempt bonds.
- **SONYMA Mortgage Insurance Fund:** promotes the preservation and revitalization of communities across New York by providing mortgage loan insurance to encourage investment of capital by commercial and public lenders.
- **The Tobacco Settlement Financing Corporation:** is a public benefit corporation of the State. It was created to purchase all or a portion of the State's share of the 1998 multi-state settlement with the major tobacco companies.

HCR'S Construction Portfolio

Statewide during the summer of 2012, projects receiving funding, financing, or credit enhancements from HCR were engaged in \$3.65 billion of construction, producing an estimated:

- 44,660 full-time, private-sector jobs during the average 18-months of construction
- 36,000 new, renovated, weatherized, or accessible homes and apartments
- \$182.7 million in withholding and sales tax revenue for the State during construction

Homes and Community Renewal

Proposed Commitments Statewide (1)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Multi-Family Tax Exempt Financing	950,500	960,005	969,605	979,301	989,094	998,985	1,008,975	1,019,065	1,029,255	1,039,548	9,944,333
Single Family Tax Exempt Financing	250,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,950,000
Mortgage Insurance	96,000	96,000	96,000	96,000	96,000	96,000	96,000	96,000	96,000	96,000	960,000
Preservation and Improvement											
<i>Affordable Housing Corporation</i>	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
<i>Access to Home</i>	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
<i>Public Housing Modernization</i>	6,400	6,400	6,400	6,400	6,400	6,400	6,400	6,400	6,400	6,400	64,000
<i>Housing Opportunities for the Elderly</i>	400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	13,000
Preservation and Improvement Subtotal	27,800	28,800	28,800	28,800	28,800	28,800	28,800	28,800	28,800	28,800	287,000
Community Development											
<i>Main Street</i>	2,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	40,000
Community Development Subtotal	2,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	40,000
New Construction											
<i>Affordable Housing Corporation</i>	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
<i>Homes for Working Families</i>	7,000	9,000	9,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	123,000
<i>Low Income Housing Trust Fund</i>	32,200	34,200	34,200	40,200	40,200	40,200	40,200	40,200	40,200	40,200	382,000
New Construction Subtotal	44,200	48,200	48,200	59,200	59,200	59,200	59,200	59,200	59,200	59,200	555,000
TOTAL	1,370,700	1,437,205	1,446,805	1,467,501	1,477,294	1,487,185	1,497,175	1,507,265	1,517,455	1,527,748	14,736,333
Capital Plan Categories											
State of Good Repair	408,000	412,802	416,642	420,520	424,438	428,394	432,390	436,426	440,502	444,619	4,264,733
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	962,700	1,024,403	1,030,163	1,046,981	1,052,856	1,058,791	1,064,785	1,070,839	1,076,953	1,083,129	10,471,600
TOTAL	1,370,700	1,437,205	1,446,805	1,467,501	1,477,294	1,487,185	1,497,175	1,507,265	1,517,455	1,527,748	14,736,333
<i>(\$ in thousands)</i>											

(1) HCR also administers the following programs that are not reflected or not fully reflected in the table above: HOME Investment Partnership (federally funded), Community Development Block Grant (federally funded), Weatherization Assistance Program (federally funded), State Low Income Housing Tax Credit (state funded tax credit), and Federal Low Income Housing Tax credits (federally funded tax credit).

Homes and Community Renewal

Cash Disbursements (1)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Multi-Family Tax-Exempt Financing	950,500	960,005	969,605	979,301	989,094	998,985	1,008,975	1,019,065	1,029,255	1,039,548	9,944,333
Single Family Tax-Exempt Financing	250,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,950,000
Mortgage Insurance	96,000	96,000	96,000	96,000	96,000	96,000	96,000	96,000	96,000	96,000	960,000
Carry-In Commitments from Prior Year											
<i>Affordable Housing Corporation</i>	275	2,625	5,325	11,550	16,950	275	275	275	275	275	38,100
<i>Housing Opportunities for the Elderly</i>	400	400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	12,000
Carry-In Commitments from Prior Year Subtotal	675	3,025	6,725	12,950	18,350	1,675	1,675	1,675	1,675	1,675	50,100
Planned Spending											
<i>Access to Home</i>	1,200	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,200
<i>Affordable Housing Corporation</i>	24,902	25,000	27,000	25,000	28,000	29,000	29,000	29,000	29,000	29,000	274,902
<i>Homes for Working Families</i>	7,500	7,000	9,000	9,000	10,627	16,000	16,000	16,000	16,000	16,000	123,127
<i>Main Street</i>	2,300	2,245	2,506	2,277	2,300	4,200	4,200	4,200	4,200	4,200	32,628
<i>HOME(federal)</i>	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000
<i>Low Income Housing Trust Fund</i>	32,000	30,000	37,000	37,000	38,000	46,000	46,000	46,000	46,000	46,000	404,000
<i>Public Housing Modernization</i>	12,000	13,959	11,000	7,000	7,000	8,000	8,000	8,000	8,000	8,000	90,959
Planned Spending Subtotal	82,902	82,204	90,506	84,277	89,927	107,200	107,200	107,200	107,200	107,200	965,816
TOTAL	1,380,077	1,441,234	1,462,836	1,472,528	1,493,371	1,503,860	1,513,850	1,523,940	1,534,130	1,544,423	14,870,249
Source of Funds											
Bond Financing	1,281,077	1,342,234	1,363,836	1,373,528	1,394,371	1,404,860	1,414,850	1,424,940	1,435,130	1,445,423	13,880,249
Federal Pay-As-You-Go	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000
Other Major Funding Sources	96,000	96,000	96,000	96,000	96,000	96,000	96,000	96,000	96,000	96,000	960,000
TOTAL	1,380,077	1,441,234	1,462,836	1,472,528	1,493,371	1,503,860	1,513,850	1,523,940	1,534,130	1,544,423	14,870,249
<i>(\$ in thousands)</i>											

(1) HCR also administers the following programs that are not reflected or not fully reflected in the table above: HOME Investment Partnership (federally funded), Community Development Block Grant (federally funded), Weatherization Assistance Program (federally funded), State Low Income Housing Tax Credit (state funded tax credit), and Federal Low Income Housing Tax credits (federally funded tax credit).

Office of Mental Health

At-a-Glance

As the State mental health authority, the Office of Mental Health (OMH) has two main strategic directions: assuring access to services of the highest quality for children with serious emotional disturbance and their families and adults with serious mental illness; and promoting the mental health of all New Yorkers through a public health approach. The State public mental health system each year serves approximately 695,000 individuals. OMH employs approximately 15,000 staff and has a budget totaling approximately \$3.2 billion (\$1.9 billion State Operations and \$1.3 billion Aid to Localities).

One of OMH's major functional areas of responsibility is in providing State-operated inpatient and outpatient mental health services. It operates 21 psychiatric centers, including four serving children with serious emotional disturbance and 14 serving adults with serious mental illnesses, three serving adults with mental illness who have contact with the criminal justice system and two research institutes. State-operated outpatient services are designed to serve children and adults who use State-operated inpatient services.

Additionally, OMH provides mental health services in 25 sites around the State to inmates incarcerated in Department of Corrections and Community Supervision facilities. OMH also operates three secure treatment programs for the care and treatment of sex offenders requiring civil management and oversees community-based treatment of sex offenders determined to be in need of strict and intensive supervision and treatment in the community.

Another functional area of responsibility is in regulating and licensing all mental health facilities and programs in the State, with the exception of private practices and federal facilities. The agency oversees 57 Local Government Units (LGU) and the LGU that encompasses New York City in its entirety. Within the five OMH regions of the State, more than 2,500 mental health programs are operated by local governments and private agencies. The services offered by these programs include inpatient, outpatient, emergency, residential, and community support. OMH's community capital program provides capital funding largely through tax-exempt bonds to support approximately 36,600 residential beds operated by voluntary not-for-profit agencies for both Adult and Children's programs.

OMH is committed to the most prudent use of resources, rigorously screening projects and proposing those that ensure the health and safety of clients, staff, and visitors, maintaining compliance with accreditation standards, and meeting long-term physical plant needs for the provision of services.

Capital Program Components

Building Systems and Infrastructure

Community Capital: Provides capital investment for property owned by private sector OMH service providers to insure that voluntary sites are maintained in accordance with OMH codes, rules, and regulations.

State Capital: Typical projects include replacement of roofs and windows, upgrades of elevators and mechanical and electrical systems, fire safety system replacements, environmental remediation projects, and energy conservation projects.

Office of Mental Health

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Building Systems and Infrastructure	196,955	288,777	243,456	243,456	243,456	243,456	243,456	243,456	243,456	243,456	2,433,380
TOTAL	196,955	288,777	243,456	243,456	243,456	243,456	243,456	243,456	243,456	243,456	2,433,380
Capital Plan Categories											
State of Good Repair	183,141	274,963	229,642	229,642	229,642	229,642	229,642	229,642	229,642	229,642	2,295,240
Capacity Optimization	13,814	13,814	13,814	13,814	13,814	13,814	13,814	13,814	13,814	13,814	138,140
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	196,955	288,777	243,456	243,456	243,456	243,456	243,456	243,456	243,456	243,456	2,433,380
<i>(\$ in thousands)</i>											

Office of Mental Health

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	158,627	190,921	170,831	174,182	212,554	212,554	212,554	212,554	212,554	212,554	1,969,885
Planned Spending	54,971	49,759	67,952	66,441	31,069	31,069	31,069	31,069	31,069	31,069	425,537
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	213,598	240,680	238,783	240,623	243,623	243,623	243,623	243,623	243,623	243,623	2,395,422
Source of Funds											
Bond Financing	180,028	207,110	205,213	207,053	210,053	210,053	210,053	210,053	210,053	210,053	2,059,722
State Pay-As-You-Go	33,570	33,570	33,570	33,570	33,570	33,570	33,570	33,570	33,570	33,570	335,700
TOTAL	213,598	240,680	238,783	240,623	243,623	243,623	243,623	243,623	243,623	243,623	2,395,422
<i>(\$ in thousands)</i>											

Office for People with Developmental Disabilities

At-a-Glance

The Office for People with Developmental Disabilities (OPWDD) provides high-quality, person-centered services, supports and advocacy to approximately 126,000 individuals with developmental disabilities and their families. OPWDD works with a network of nearly 800 not-for-profit providers to help people with developmental disabilities lead richer lives that include meaningful relationships, good health, personal growth, and productivity in homes in their communities.

OPWDD operates State-operated programs on 10 campuses and over 1,000 homes in the community with over 21,000 State employees. In addition, OPWDD funds and/or certifies more than 5,000 community residences run by voluntary providers.

OPWDD's physical plant assets can be catalogued into two types. First, OPWDD owns more than 1,000 community residential properties throughout the State and 22 program, office, and support buildings in the community. The homes are generally single-family homes that have been adapted to the needs of the developmentally disabled individuals served by OPWDD.

Second, OPWDD owns 356 institutional buildings located in six State Operations Offices and one research facility on Staten Island. There are over 7.1 million square feet of institutional space. Of this total, 110 buildings accounting for 1.8 million square feet are programmatically obsolete and vacant with plans for State surplus of the property.

Capital maintenance projects for the campuses are prioritized in terms of health and safety for the individuals living in residential space, structural

integrity of buildings and building systems, renovations required to program areas, and renovations required to non-residential and non-program space. Rehabilitation projects include fire alarm systems, sprinkler systems, steam tunnels, boilers, roofs, exterior façade, oil tanks, and code compliance requirements. All major capital projects are for long-term residential campuses or former developmental centers reconfigured for alternate use. Campuses slated for closure will be maintained until vacated, with no major capital investment to occur.

Capital Program Components

State Operated Community Services

The State Operated Community Services program component includes all preservation, fire safety upgrade, and code required construction work in the over 1,000 State-owned, community residences and 22 State owned office/day program locations. In addition, the community services capital work includes rehabilitation in leased space where the work is completed at our request with design and construction supervision services provided by the Dormitory Authority of the State of New York (DASNY) and the Office of General Services (OGS).

Institution Services

Rehabilitation work required to maintain long term OPWDD residential facilities and campuses reconfigured for alternate use comprise the majority of the Institutional Services program component. Construction work includes heating, ventilation and air conditioning, sprinkler

Office for People with Developmental Disabilities

systems, fire alarm systems, roofs, asbestos abatement, water systems, and emergencies. DASNY and OGS design and construction supervision expense is included in the total cost of this component.

Voluntary Operated Facilities-Preservation & Fire Safety

Voluntary agencies across the State operate thousands of community residences for developmentally disabled individuals. The OPWDD Fire Safety Upgrade Program ensures all residences meet the National Fire Protection Life Safety Code. In addition, funds are available for health and safety, preservation, and code-compliance work on the homes.

Voluntary Operated New Facilities

This capital component supports Voluntary Agency Individualized Residential Alternative development throughout the State.



Office for People with Developmental Disabilities

Proposed Commitments Statewide

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
State-Operated Community Services	44,250	44,250	36,250	37,250	37,250	37,250	37,250	37,250	37,250	37,250	385,500
Institutional Services	15,579	20,579	18,579	18,579	18,579	18,579	18,579	18,579	18,579	18,579	184,790
Voluntary Preservation and Fire Safety	8,371	8,371	13,371	13,371	13,371	13,371	13,371	13,371	13,371	13,371	123,710
Voluntary New Facilities	9,899	9,899	14,899	13,899	13,899	13,899	13,899	13,899	13,899	13,899	131,990
TOTAL	78,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	825,990
Capital Plan Categories											
State of Good Repair	78,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	825,990
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
<i>(\$ in thousands)</i>	78,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	825,990

Office for People with Developmental Disabilities

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	32,768	40,268	40,268	40,268	40,268	40,268	40,268	40,268	40,268	40,268	395,180
Planned Spending	34,408	29,408	29,408	29,408	29,408	29,408	29,408	29,408	29,408	29,408	299,080
Spending from New Commitments	10,923	13,423	13,423	13,423	13,423	13,423	13,423	13,423	13,423	13,423	131,730
TOTAL	78,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	825,990
Source of Funds											
Bond Financing	42,520	47,520	47,520	47,520	47,520	47,520	47,520	47,520	47,520	47,520	470,200
State Pay-As-You-Go	35,579	35,579	35,579	35,579	35,579	35,579	35,579	35,579	35,579	35,579	355,790
TOTAL	78,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	83,099	825,990
<i>(\$ in thousands)</i>											

Office of Temporary and Disability Assistance (Homeless Housing and Assistance Corporation)

At-a-Glance

The Homeless Housing and Assistance Corporation (HHAC) is a public benefit corporation formed in 1990 for the purposes of administering the Homeless Housing and Assistance Program (HHAP). HHAC is a subsidiary corporation of the Housing Finance Agency (HFA), chaired by the Commissioner of the Office of Temporary and Disability Assistance (OTDA), and staffed by employees of OTDA. HHAP provides capital grants and loans principally to not-for-profit corporations to acquire, construct, or rehabilitate housing for persons who are homeless.

The program is administered by a staff of nine who oversee the procurement of the \$30 million HHAP appropriation, approximately 30 housing projects in various stages of development, and an operating portfolio of 362 projects consisting of 565 sites. These supportive housing projects are located in nearly every county in the State. The Medicaid Redesign Team housing initiative has provided additional funding to develop supportive housing in suburban and upstate regions for homeless single adults with histories of high-cost Medicaid usage.

HHAP is administered through an open request for proposal process, meaning proposals are accepted continually until funds are no longer available for award. Not-for-profit housing developers and providers apply for HHAP capital funding to develop supportive housing projects.

HHAP awards have resulted in the creation of approximately 500 units of housing annually. HHAP projects are frequently substantial construction projects in the communities in which they are located. These projects not only create construction, social services, and maintenance jobs, but also enhance neighborhoods and spur further investment.

Capital Program Components

Dormitory Authority

HHAC consults with the Dormitory Authority of the State of New York to provide architectural services to assist in evaluation of proposals, review of architectural drawings, and oversight of construction. The cost of these services is approximately 5% of the appropriation.

Technical Assistance

A portion of HHAP's appropriation (2%) supports the ongoing viability of projects through technical assistance. These consultant services are provided on an as-needed basis and range from capacity building (board training, development of maintenance plans), to property management, to architectural and capital needs assessments. These efforts in combination with oversight and monitoring of projects contribute to the success of HHAP's portfolio of operating projects.

HHAP

The primary program component is the development of new homeless housing projects through HHAP. Funding priorities will emphasize permanent housing, gaps in local homeless housing continuums, and high-needs and high-cost populations. An estimated 5,881 housing units may be created through the HHAP ten-year capital plan.

Office of Temporary and Disability Assistance: Common Ground Community, 160-unit housing project, Brooklyn

This 160-unit housing project, located in Brooklyn, was constructed in part through a Homeless Housing Assistance Program award of \$5,580,554. The project provides 100 units of permanent supportive housing for chronically homeless single adults who have a chemical addiction and/or a mental illness and/or are living with HIV/AIDS. The remaining 60 units are being reserved for low-income adults. Other sources of funding included Low Income Housing Tax Credits through the New York City Department of Housing Preservation and Development, the Federal Home Loan Bank, the Office of the Brooklyn Borough President, and the Housing Finance Agency. The total project cost was \$43,674,419. This highly green building includes on-site supportive services, a computer lab, and security.



Office of Temporary and Disability Assistance

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Agreement with Dormitory Authority	1,500	1,650	1,650	1,850	1,850	1,850	1,850	1,850	1,850	1,850	17,750
Technical Assistance	600	660	660	740	740	740	740	740	740	740	7,100
Capacity Optimization	27,900	30,690	30,690	34,410	34,410	34,410	34,410	34,410	34,410	34,410	330,150
TOTAL	30,000	33,000	33,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	355,000
Capital Plan Categories											
State of Good Repair	0	0	0	0	0	0	0	0	0	0	0
Capacity Optimization	30,000	33,000	33,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	355,000
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	30,000	33,000	33,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	355,000
<i>(\$ in thousands)</i>											

Office of Temporary and Disability Assistance

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	0	0	0	0	0	0	0	0	0	0	0
Planned Spending	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Spending from New Commitments	0	0	3,000	3,000	7,000	7,000	7,000	7,000	7,000	7,000	48,000
TOTAL	30,000	30,000	33,000	33,000	37,000	37,000	37,000	37,000	37,000	37,000	348,000
Source of Funds											
Bond Financing	30,000	30,000	33,000	33,000	37,000	37,000	37,000	37,000	37,000	37,000	348,000
TOTAL	30,000	30,000	33,000	33,000	37,000	37,000	37,000	37,000	37,000	37,000	348,000
<i>(\$ in thousands)</i>											

POWER
PUMP - GEN



Chairman of Energy
Policy and Finance

New York Works

Division of the
Budget

Energy Research
and Development
Authority
(see also Financing Conduits)

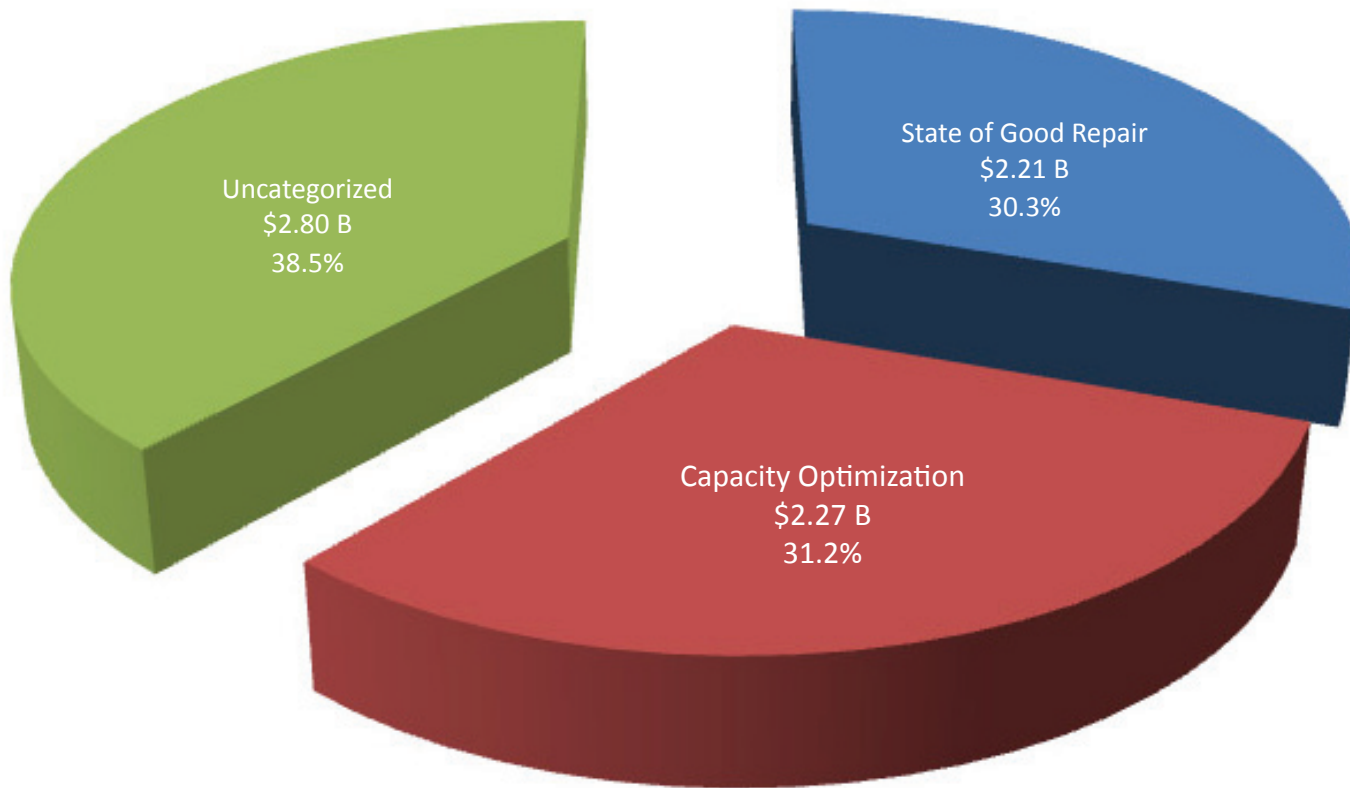
Long Island
Power Authority

New York
Power Authority

Energy

Energy

Investment Commitments by Capital Plan Category
Total Investment \$7.28 B



Energy

Investment Commitments by Entity

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Energy Research and Development Authority	739,923	753,423	753,423	13,000	13,000	13,000	13,000	13,000	13,000	13,000	2,337,769
Long Island Power Authority	264,270	251,736	245,018	271,390	278,175	285,129	292,257	299,564	307,053	307,053	2,801,645
New York Power Authority	215,945	227,713	288,370	288,942	286,563	257,522	227,044	174,469	87,200	83,249	2,137,017
TOTAL	1,220,138	1,232,872	1,286,811	573,332	577,738	555,651	532,301	487,033	407,253	403,302	7,276,431

(\$ in thousands)

Investment Commitments by Capital Plan Category

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
State of Good Repair	226,979	214,764	270,371	301,942	299,563	270,522	240,044	187,469	100,200	96,249	2,208,103
Capacity Optimization	728,889	766,372	771,422	0	0	0	0	0	0	0	2,266,683
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
Uncategorized	264,270	251,736	245,018	271,390	278,175	285,129	292,257	299,564	307,053	307,053	2,801,645
TOTAL	1,220,138	1,232,872	1,286,811	573,332	577,738	555,651	532,301	487,033	407,253	403,302	7,276,431

(\$ in thousands)

Energy Research and Development Authority

At-A-Glance

The Energy Research and Development Authority (NYSERDA), a public benefit corporation created in 1975, offers objective information and analysis, innovative programs, technical expertise, and funding to help New Yorkers increase energy efficiency, save money, use renewable energy, and reduce the reliance on fossil fuels.

NYSERDA offers programs on a statewide basis with a staff of 344 funded positions and offices in Albany, New York City, Buffalo, and West Valley. NYSEDA's budget is funded primarily from utility ratepayer collections authorized by the Public Service Commission and State appropriations.

NYSERDA's primary capital programs are:

- **West Valley:** NYSEDA manages, on behalf of the State, the Western New York Nuclear Service Center, site of a former nuclear fuel reprocessing plant. The U.S. Department of Energy is managing a project to solidify high-level radioactive waste left behind from reprocessing operations and to decontaminate and decommission the site, the cost of which is shared between the State and the federal government. NYSEDA also maintains the State-Licensed Disposal Area, a shut-down commercial low-level radioactive waste disposal facility at the site.
- **Renewable Portfolio Standard (RPS):** The RPS sets renewable energy targets for 2006–15, requires the use of incentives to encourage the development of renewable generation facilities, and adopts a central procurement model to be administered by

NYSERDA. It is funded with a non-bypassable wires charge on certain customers of each of the State's investor-owned utilities.

- **Energy Efficiency:** The Public Service Commission set an Energy Efficiency Portfolio Standard to achieve a 15% reduction in energy use by 2015 and authorized a system benefits charge to fund certain energy efficiency programs administered by NYSEDA and investor-owned utilities.
- **Bond Financing:** NYSEDA issues bonds and notes for participating gas and electric utility companies and other private purpose users to finance certain energy-related projects. This program permits a private enterprise to obtain the benefits of tax-exempt financing for projects that qualify under NYSEDA's enabling statute and under relevant provisions of the Internal Revenue Code.

Other NYSEDA programs include: Technology and Market Development, Regional Greenhouse Gas Initiative funded program activities, Energy Research and Development, Green Jobs-Green New York, Energy Analysis, and Saratoga Technology + Energy Park.

Energy Research and Development Authority

Capital Program Components

West Valley

New York's share of the costs for the cleanup of high level radioactive waste at the West Valley site and decontamination and decommission of the facilities, and for managing the shut-down State Licensed Disposal Area. New York's funding is leveraged with \$638 million in federal funding.

Stimulating Private Sector Investment in Renewable Energy Infrastructure

Incentive funding offered through the Renewable Portfolio Standard program to leverage investments by large-scale renewable generation facilities and for customer-sited installations, leveraging \$6.2 billion in private sector investment.

Cleaner, Greener Communities Program

The Cleaner, Greener Communities Program uses a competitive process focused on the state's 10 Regional Economic Development Councils to fund sustainable development and smart growth practices. Phase I of the program provides funding to regional planning teams. Phase II provides funding to implement projects that support regional goals identified during Phase I.

Stimulating Private Sector Investment in Energy Efficiency Infrastructure

Incentive funding offered through the Energy Efficiency Portfolio Standard and Combined Heat and Power (CHP) programs to encourage installation of energy efficiency improvements in new and existing homes and buildings, and the installation of CHP installations, leveraging \$2.3 billion of private sector investment.



Energy Research and Development Authority

Proposed Commitments Statewide

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
West Valley	12,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	129,000
Renewable Energy Infrastructure	448,248	448,248	448,248	0	0	0	0	0	0	0	1,344,744
Cleaner, Greener Communities Program	0	12,500	12,500	0	0	0	0	0	0	0	25,000
Energy Efficiency Infrastructure	279,675	279,675	279,675	0	0	0	0	0	0	0	839,025
TOTAL	739,923	753,423	753,423	13,000	13,000	13,000	13,000	13,000	13,000	13,000	2,337,769
Capital Plan Categories											
State of Good Repair	12,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	129,000
Capacity Optimization	727,924	740,423	740,423	0	0	0	0	0	0	0	2,208,769
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	739,923	753,423	753,423	13,000	13,000	13,000	13,000	13,000	13,000	13,000	2,337,769
<i>(\$ in thousands)</i>											

Energy Research and Development Authority

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	508,882	508,882	508,882	508,882	508,882	311,354	311,354	311,354	0	0	3,478,472
Planned Spending	12,000	25,500	25,500	13,000	13,000	13,000	13,000	13,000	13,000	13,000	154,000
Spending from New Commitments	111,966	223,932	335,898	335,898	335,898	279,963	224,028	168,093	112,062	56,031	2,183,769
TOTAL	632,848	758,314	870,280	857,780	857,780	604,317	548,382	492,447	125,062	69,031	5,816,241
Source of Funds											
Bond Financing	0	12,500	12,500	0	0	0	0	0	0	0	25,000
State Pay-As-You-Go	12,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	129,000
Other Major Funding Sources	620,848	732,814	844,780	844,780	844,780	591,317	535,382	479,447	112,062	56,031	5,662,241
TOTAL	632,848	758,314	870,280	857,780	857,780	604,317	548,382	492,447	125,062	69,031	5,816,241
<i>(\$ in thousands)</i>											

Long Island Power Authority

At-A-Glance

The Long Island Power Authority (LIPA) is a corporate municipal instrumentality and political subdivision of the State of New York authorized under the Long Island Power Authority Act. The Authority became the retail supplier of electric service in most of Nassau and Suffolk Counties and the Rockaway Peninsula of Queens County on May 28, 1998 by acquiring the Long Island Lighting Company (LILCO) as a wholly-owned subsidiary of the Authority through a merger. Since the LIPA/LILCO Merger, LILCO has done business under the name "LIPA."

The Authority, through LIPA, owns the following assets: (i) an electric transmission and distribution system serving most of Nassau and Suffolk Counties and the Rockaway Peninsula of Queens County, including assets, facilities, equipment, and contractual arrangements used to provide the transmission and distribution of electrical capacity and energy to electric customers within its service area; and (ii) an 18% ownership interest in the Nine Mile Point 2 Nuclear Power Station located in upstate Oswego County.

As part of the LIPA/LILCO merger, the remainder of LILCO's electric service assets (including all of its then-existing fossil-fueled generating units), and its entire gas supply system, were transferred to wholly-owned subsidiaries of KeySpan Corporation which did business under the name of KeySpan Energy. In August 2007, KeySpan was acquired by National Grid.

LIPA provides retail electric service to approximately 1.1 million customers within its service area.





New York Power Authority

At-A-Glance

The New York Power Authority (NYPA) is America's largest state power organization, with 17 generating facilities and more than 1,400 circuit-miles of high voltage transmission lines. There are eight hydro facilities, with the three major ones located in Niagara, Massena and Blenheim-Gilboa. Five smaller hydro facilities are scattered throughout the State.

NYPA also operates nine gas fired plants at various locations in New York City (seven sites) and Long Island (two sites). State and federal regulations shape NYPA's diverse customer base, which includes large and small businesses, not-for-profit organizations, community-owned electric systems, and rural electric cooperatives and government entities.

NYPA's low-cost power helps support nearly 370,000 jobs statewide while reducing public-sector costs. It is also a national leader in promoting energy efficiency, the development of clean energy technologies, and electric vehicles. NYPA has approximately 1,600 employees working at the various operating sites and headquarters.

NYPA's capital program strategy promotes economic growth and job creation and retention through the production and transmission of clean, low-cost energy. Major spending is planned for the modernization and upgrade of the Lewiston Pump-Generating Plant that produces low-cost peak, hydroelectric power. The hydroelectric power generated at the Lewiston plant is New York's competitive edge in retaining and attracting jobs and businesses in Western New York. This hydroelectric power is also the low-cost component for Recharge New York business customers.

Energy production goes nowhere without a reliable and adequate transmission system. NYPA owns and operates over one-third of the high voltage transmission lines in the State. To ensure reliability, NYPA is implementing a comprehensive Transmission Life Extension and Modernization Project. Most of this investment will be in the western and northern regions of the State. NYPA also plans to rebuild the Moses Adirondack transmission lines to preserve the flow of electricity through the North Country. A third major transmission project, the Marcy South Series Compensation, will alleviate a transmission bottleneck and allow for an additional 200 mW of power to be transported to the southern part of the State.



Capital Program Components

Buildings, Facilities, and Structures

These programs support the modernization, improvement, and rehabilitation of NYPA building, bridges, and facilities. The major bridge work will be the replacement of the bridge superstructures at the Robert Moses Niagara Power Plant. Building modifications include improved heating, cooling, lighting, and security at various sites.

Computer and Communications Systems

This program is comprised of replacement and upgrades to existing NYPA systems as well as the purchase of new computer applications to improve NYPA operations and performance. The projects range from updates of project monitoring, data acquisition, and analytical systems to plant communications systems to hardware and software solutions for NYPA headquarters and operating facilities.

Power Plant and Transmission Equipment

For the most part, the program encompasses the replacement and upgrade of existing power plant and transmission electrical and mechanical equipment at NYPA facilities. Major life extension and modernization projects are planned for the Lewiston Pump-Generating Facility and various transmission locations. The Marcy South Series Compensation Program entails the purchase and installation of some new assets that have the potential to relieve transmission congestion and increase transmission capacity.

Power Plant Relicensing

These are forecast costs associated with licensing commitments for the Niagara and St. Lawrence Power Projects and for the Blenheim-Gilboa plant relicensing process.

Vehicles and Office Equipment

These projected expenditures represent the replacement of heavy-duty vehicles and equipment that support power plant and transmission line work. Also included in this program are replacement of specialized tools, fleet vehicles, office equipment, and furniture.

New York Power Authority

Proposed Commitments Statewide (1)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Buildings, Facilities, and Structures	16,335	8,634	673	20,231	10,204	10,208	0	0	0	0	66,285
Computer and Communications Systems	18,728	15,542	15,191	8,826	8,900	9,000	9,000	9,100	9,200	9,200	112,687
Power Plant and Transmission Equipment	164,287	190,660	258,182	249,410	254,396	228,760	209,995	158,647	71,319	68,449	1,854,105
Power Plant Relicensing	13,394	9,297	10,714	6,865	7,003	3,954	2,449	1,122	1,081	0	55,879
Vehicles and Office Equipment	3,201	3,580	3,610	3,610	6,060	5,600	5,600	5,600	5,600	5,600	48,061
TOTAL	215,945	227,713	288,370	288,942	286,563	257,522	227,044	174,469	87,200	83,249	2,137,017
Capital Plan Categories											
State of Good Repair	214,979	201,764	257,371	288,942	286,563	257,522	227,044	174,469	87,200	83,249	2,079,103
Capacity Optimization	966	25,949	30,999	0	0	0	0	0	0	0	57,914
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	215,945	227,713	288,370	288,942	286,563	257,522	227,044	174,469	87,200	83,249	2,137,017
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Authority's fiscal year that ends during the State fiscal year.

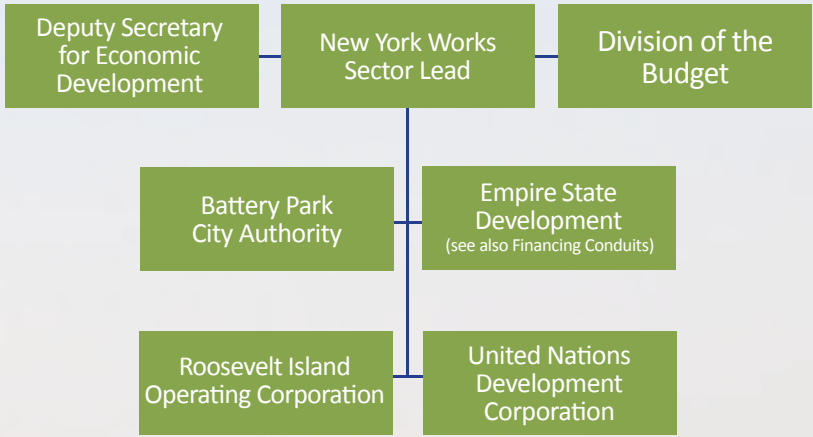
New York Power Authority

Cash Disbursements (1)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Authorized	115,187	67,585	18,975	9,893	10,037	4,100	743	527	465	0	227,512
To Be Authorized	100,759	160,127	269,395	279,049	276,525	253,422	226,301	173,942	86,735	83,250	1,909,505
TOTAL	215,946	227,712	288,370	288,942	286,562	257,522	227,044	174,469	87,200	83,250	2,137,017
Source of Funds											
Bond Financing	63,103	69,953	119,460	131,266	131,835	125,456	112,765	77,999	16,015	12,138	859,990
NYPA Pay-As-You-Go	152,843	157,759	168,910	157,676	154,727	132,066	114,279	96,470	71,185	71,112	1,277,027
TOTAL	215,946	227,712	288,370	288,942	286,562	257,522	227,044	174,469	87,200	83,250	2,137,017
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Authority's fiscal year that ends during the State fiscal year.





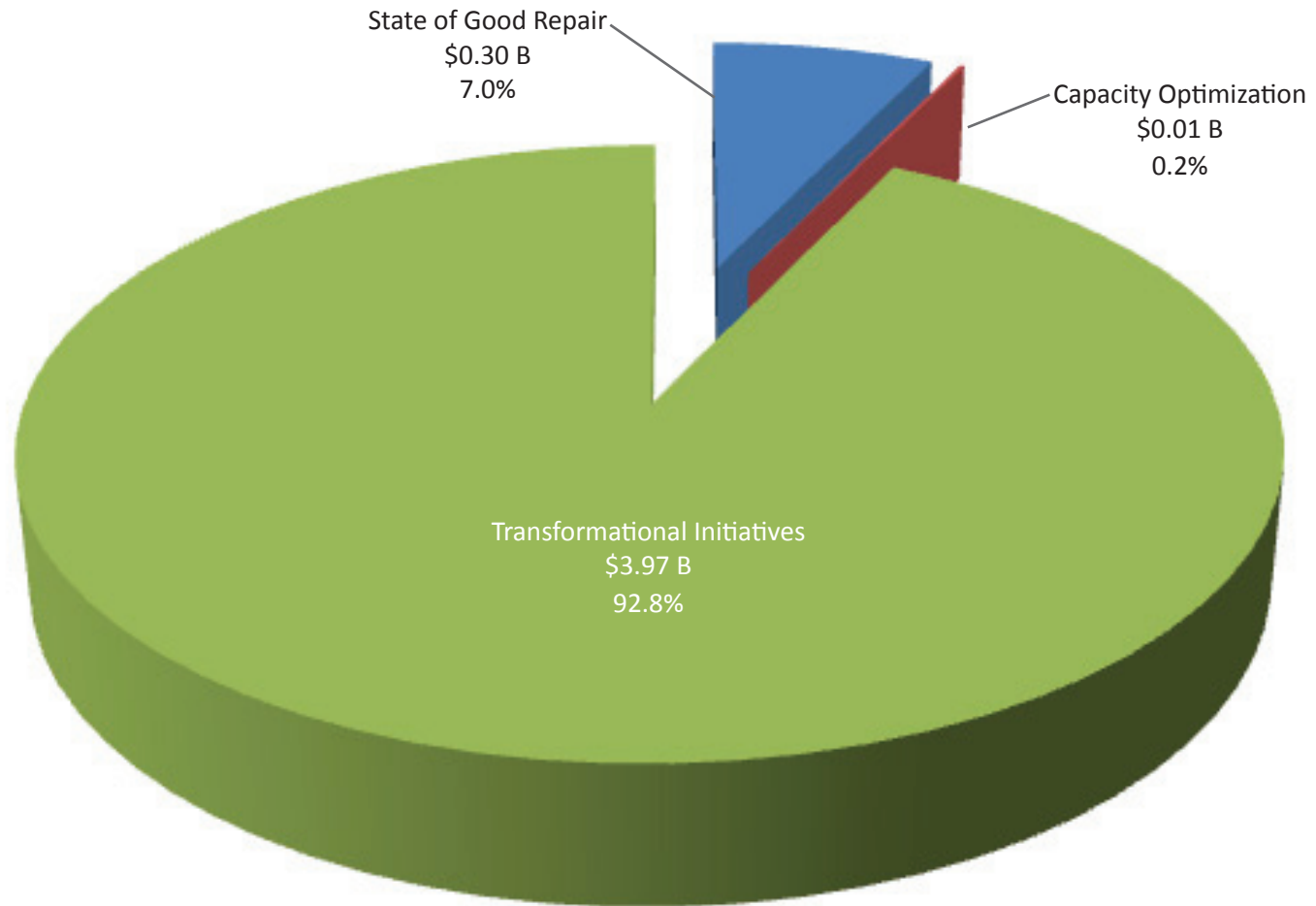
Development Projects



Photo courtesy of Brookfield Properties.

Development Projects

Investment Commitments by Capital Plan Category Total Investment \$4.27 B (1)



(1) This pie chart does not include economic development programs that are one-time commitments and not captured under the umbrella of any specific agency or authority.

Development Projects

Investment Commitments by Entity (1)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Battery Park City Authority	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
Empire State Development	403,057	472,195	472,223	472,251	427,278	337,035	337,331	337,357	337,431	335,000	3,931,158
Roosevelt Island Operating Corporation	22,901	18,668	7,431	4,012	6,836	5,522	5,772	5,975	6,179	7,560	90,856
United Nations Development Corporation	22,395	8,726	1,782	1,892	2,600	2,700	2,800	2,910	3,020	3,140	51,965
TOTAL	468,353	519,589	501,436	498,155	456,714	365,257	365,903	366,242	366,630	365,700	4,273,979

(\$ in thousands)

Investment Commitments by Capital Plan Category (1)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
State of Good Repair	45,202	37,122	25,473	25,634	28,179	26,773	27,176	27,400	27,735	28,970	299,664
Capacity Optimization	0	3,500	3,500	0	0	0	0	0	0	0	7,000
Transformational Initiatives	423,151	478,967	472,463	472,521	428,535	338,484	338,727	338,842	338,895	336,730	3,967,315
TOTAL	468,353	519,589	501,436	498,155	456,714	365,257	365,903	366,242	366,630	365,700	4,273,979

(\$ in thousands)

(1) These tables do not include economic development programs that are one-time commitments and not captured under the umbrella of any specific agency or authority.

Battery Park City Authority

At-A-Glance

The Hugh L. Carey Battery Park City Authority (BPCA) is a public benefit corporation that was created in 1968. Battery Park City is a 92-acre site that was created from landfill. The Authority was mandated to plan, develop, and sustain the project which includes 35 acres of parkland and public open space. The law establishing the Authority provided for construction by private developers. There are about 11 million square feet of office space, a 500,000-square-foot commodities trading facility (NYMEX), retail space, a marina, two hotels, a multi-plex cinema, museums, three public schools, a public library, and about 8,600 residential units housing approximately 17,000 people.

BPCA is currently in the process of creating an updated strategic plan which will determine the nature and extent of future capital projects to be undertaken by BPCA in furtherance of its organizational mission. It is expected that the preliminary strategic plan update will be completed by July 2013.

Existing signature projects in progress include:

- Pier A Restoration and Pier A Plaza Construction
- Seawall/Concrete Piling Repair and Reconstruction
- Reconstruction of Liberty Street Pedestrian Bridge and Construction of West Thames Street Pedestrian Bridge
- Route 9A Frontage Construction
- Battery Park City Parks Conservancy Headquarters Facility Systems Upgrade

The Authority obtains its revenues principally from the leasing and subleasing of parcels in Battery Park City pursuant to long-term net ground leases and subleases. However, the Authority does not own the buildings situated on parcels that are subject to the subleases.

Capital Program Components

Preventive Maintenance

Capital maintenance funds to keep infrastructure and equipment in a state of good repair.

Facility

Renovation and rehabilitation or modifications of existing facilities to keep them in a state of good repair and updated.

Battery Park City Authority

Proposed Commitments Statewide (1)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Uncategorized	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
TOTAL	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
Capital Plan Categories											
State of Good Repair	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Authority’s fiscal year that ends during the State fiscal year.

Battery Park City Authority

Cash Disbursements (1)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments fom Prior Year	0	0	0	0	0	0	0	0	0	0	0
Planned Spending	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
Source of Funds											
Bond Financing	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
TOTAL	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Authority's fiscal year that ends during the State fiscal year.

Empire State Development

At-A-Glance

Empire State Development (ESD) is New York State's primary economic development agency. ESD's 381 employees promote business investment and growth that leads to job creation and prosperous communities across New York State. To achieve these objectives, ESD maintains 10 regional offices—one-stop centers that assist businesses and support the Regional Economic Development Councils. These Regional Councils are public-private partnerships consisting of leaders from business, academia, local government, the non-profit sector, and labor that design and carry out locally-focused development plans. ESD also runs several subsidiary development projects, including the Moynihan Station Development Corporation and Erie Canal Harbor Development Corporation.

The mission of Empire State Development is to promote a vigorous and growing economy, encourage the creation of new job and economic opportunities, increase revenues to the State and its municipalities, and achieve stable and diversified local economies.

ESD's core capital function is to make and encourage transformative investments that drive job creation and economic growth throughout the State. ESD's primary strategies include:

- Provide a funding conduit for regional capital projects
- Make targeted investments outside of the regional funding process
- Oversee subsidiaries with their own transformational capital projects

ESD's main operational components are the Regional Councils and the regional offices and the central program staff that support them.

ESD serves as the lead agency managing the Regional Councils. ESD Regional Directors act as the executive directors of the Regional Councils, and regional ESD offices provide administrative and research support.

ESD program staff perform technical evaluations of the projects recommended by the Regional Councils so that State dollars are spent efficiently.

Like the other four bond-financed public authorities in New York State, Empire State Development's capital plan is funded through the issuance of State Personal Income Tax (PIT) Revenue Bonds. PIT bonds cover both ongoing capital outlays and new awards. The most recent issuance was Series 2012A, approved by the Public Authorities Control Board in September 2012.

Empire State Development

Capital Program Components

Regional Economic Development Councils

Regional Councils are public-private partnerships made up of local experts and stakeholders from business, academia, local government, the non-profit sector, and labor. The Regional Councils develop long-term strategic plans for economic growth for their regions and issue funding recommendations for individual projects.

Economic Development Investments

Funding is provided for capital grants to support projects that create new or retain existing jobs, as well as infrastructure projects needed to attract or retain business across the State.

SUNY 2020 and CUNY 2020

Support to the SUNY 2020 capital program is included to continue to support the program initiated in 2011. Funds are also allocated for the inaugural round of a similar capital program in support of CUNY capital needs, to be awarded in a competitive manner based on economic impact, advancement of academic goals, innovation, and collaboration.

Ralph Wilson Stadium Improvements and Buffalo Bills

These program components provide \$74 million for the retention of the Buffalo Bills professional football franchise in Western New York, including \$54 million for capital improvements to Ralph Wilson Stadium.

Economic Development Fund

This program offers financial assistance for projects that promote the economic health of New York State by facilitating the creation and/or retention of jobs or the increase of business activity in the State.



Empire State Development

Proposed Commitments Statewide

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Regional Economic Development Councils	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
Economic Development Investments	75,000	210,000	210,000	210,000	165,000	185,000	185,000	185,000	185,000	185,000	1,795,000
SUNY 2020	55,000	55,000	55,000	55,000	55,000	0	0	0	0	0	275,000
CUNY 2020	55,000	55,000	55,000	55,000	55,000	0	0	0	0	0	275,000
Ralph Wilson Stadium Improvements	53,891	0	0	0	0	0	0	0	0	0	53,891
Buffalo Bills	2,166	2,195	2,223	2,251	2,278	2,035	2,331	2,357	2,431	0	20,267
Economic Development Fund	12,000	0	0	0	0	0	0	0	0	0	12,000
TOTAL	403,057	472,195	472,223	472,251	427,278	337,035	337,331	337,357	337,431	335,000	3,931,158
Capital Plan Categories											
State of Good Repair	0	0	0	0	0	0	0	0	0	0	0
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	403,057	472,195	472,223	472,251	427,278	337,035	337,331	337,357	337,431	335,000	3,931,158
TOTAL	403,057	472,195	472,223	472,251	427,278	337,035	337,331	337,357	337,431	335,000	3,931,158
<i>(\$ in thousands)</i>											

Empire State Development

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	0	0	0	0	0	0	0	0	0	0	0
Planned Spending	438,395	445,767	444,492	341,492	274,492	274,492	274,492	274,492	274,492	274,492	3,317,098
Spending from New Commitments	74,613	184,539	287,473	394,851	457,278	457,278	457,278	457,278	457,278	457,278	3,685,144
TOTAL	513,008	630,306	731,965	736,343	731,770	731,770	731,770	731,770	731,770	731,770	7,002,242
Source of Funds											
Bond Financing	510,842	628,111	729,742	734,092	729,492	635,399	513,495	398,821	336,545	336,545	5,553,084
State Pay-As-You-Go	2,166	2,195	2,223	2,251	2,278	96,371	218,275	332,949	395,225	395,225	1,449,158
TOTAL	513,008	630,306	731,965	736,343	731,770	731,770	731,770	731,770	731,770	731,770	7,002,242
<i>(\$ in thousands)</i>											

Roosevelt Island Operating Corporation

At-A-Glance

The Roosevelt Island Operating Corporation (RIOC) was created as a public benefit corporation and charged with the duty to develop, operate and manage Roosevelt Island. Pursuing these broad goals has produced a thriving, 147-acre, mixed-income community of approximately 11,600 people living in 4,960 units of housing in seven residential complexes. Build-out is expected to reach 5,500 units.

The majority of the Corporation's daily operations are comprised of providing essential services such as transit, public safety, sanitation, and the upkeep of grounds and open spaces developed by RIOC.

In fulfilling the Corporation's mission, its 126 employees operate a recently renovated aerial tramway, provide on-Island bus service, and maintain a safe environment for the Island's residents, workers and visitors. Quality of life is also enhanced by the Corporation's commitment to promoting recreational activities, maintaining the developed open spaces, and providing sanitation services.

Over the course of the ten year plan the Engineering Department will be responsible for the management of some 36 projects to rehabilitate infrastructure, landmarks, and RIOC facilities. These projects represent an estimated 64% of the \$90.9 million in budgeted projects and reserve capital over the 2014–23 period. Aside from contingency, the remaining funds will allow the Corporation to acquire assets such as vehicles, servers, and heavy equipment necessary to carry out essential services.

RIOC cannot issue bonds nor create debt. It operates on a pay-as-you-go basis. Sources of revenue used to finance the capital plan are:

- **Residential Fees:** related to condominium resale fees from owners in the Southtown developments
- **Ground Rents:** derived from ground subleases between RIOC and various developers of housing on Roosevelt Island
- **Commercial Rent:** derived from guaranteed income and profit sharing stipulated in an agreement with a master subleaseholder of RIOC's various commercial properties
- **Public Safety Reimbursement:** reimbursements from Island housing companies for more than 50% of the cost of maintaining a public safety department
- **Transportation and Parking Fees**
- **Aerial Tramway Revenues**
- **Interest and Other Revenues**

Roosevelt Island Operating Corporation

Capital Program Components

Support Space

The \$16.4 million invested in support spaces over the 10-year period consists of projects that rehabilitate assets that support RIOC's essential services.

Equipment

Capital assets in this category range from construction equipment to hardware needed to support RIOC's data center.

Building Systems and Infrastructure

With the majority of Roosevelt Island's development being complete, the \$60.8 million allocated over the 10-year period for projects in this category will be used primarily for the rehabilitation of the Island's aging infrastructure, including seawalls, open spaces, and roadways.

Transportation

The projects in this category include capital costs to maintain the essential transportation services, including the aerial tramway and bus system.



Roosevelt Island Operating Corporation

Proposed Commitments Statewide

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Support Space	7,930	2,041	673	706	742	779	817	858	901	946	16,393
Equipment	674	271	240	270	257	359	294	327	249	454	3,395
Building Systems and Infrastructure	12,777	16,256	6,439	3,036	4,137	3,294	3,458	3,632	3,813	4,004	60,846
Transportation	1,520	100	79	0	1,700	1,090	1,203	1,158	1,216	2,156	10,222
TOTAL	22,901	18,668	7,431	4,012	6,836	5,522	5,772	5,975	6,179	7,560	90,856
Capital Plan Categories											
State of Good Repair	22,207	14,896	3,691	3,742	5,579	4,073	4,376	4,490	4,715	5,830	73,599
Capacity Optimization	0	3,500	3,500	0	0	0	0	0	0	0	7,000
Transformational Initiatives	694	272	240	270	1,257	1,449	1,396	1,485	1,464	1,730	10,257
TOTAL	22,901	18,668	7,431	4,012	6,836	5,522	5,772	5,975	6,179	7,560	90,856
<i>(\$ in thousands)</i>											

Roosevelt Island Operating Corporation

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Spending from Currently Board-approved Capital Programs	22,901	18,669	7,431	4,011	6,835	5,521	5,773	5,975	6,179	7,561	90,856
Carry-In Commitments from Prior Year	0	0	0	0	0	0	0	0	0	0	0
Planned Spending	0	0	0	0	0	0	0	0	0	0	0
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	22,901	18,669	7,431	4,011	6,835	5,521	5,773	5,975	6,179	7,561	90,856
Source of Funds											
Authority Pay-As-You-Go	22,901	18,669	7,431	4,011	6,835	5,521	5,773	5,975	6,179	7,561	90,856
TOTAL	22,901	18,669	7,431	4,011	6,835	5,521	5,773	5,975	6,179	7,561	90,856
<i>(\$ in thousands)</i>											

United Nations Development Corporation

At-A-Glance

The United Nations Development Corporation (UNDC) is a public benefit corporation created in 1968 to provide office and other facilities for the United Nations (the UN), foreign missions to the UN, and UN-related programs within a prescribed development district located in the vicinity of the UN Headquarters complex in New York City. UNDC developed and currently operates the office portions of One and Two UN Plaza, and all of Three UN Plaza.

UNDC's principal tenants are the UN and missions to the UN, which together lease and occupy approximately 722,000 square feet, or 99%, of the rentable office space in One and Two UN Plaza, and the United Nations Children's Fund (UNICEF), which leases and occupies all of the approximately 205,000 square feet of rentable office space in Three UN Plaza. UNDC has 14 employees. UNDC contracts with a property management company as its agent to manage its properties.

UNDC generally undertakes capital projects (1) to maintain and improve its existing buildings consistent with the Class A office standard and (2) new development projects consistent with UNDC's mission and public purpose.

Capital budgets for development projects are prepared by UNDC in consultation with architects, engineers, and other project team members, subject to review and approval by UNDC's board of directors.

UNDC is currently engaged in planning and preliminary design work for a proposed new office building that would be leased to and occupied by the UN. The project would provide an opportunity for UN employees

to relocate from multiple office buildings at scattered locations and be accommodated at a unique site adjacent to UN Headquarters.

Capital projects to maintain and repair UNDC's existing buildings are funded from UNDC's net operating revenues.

Capital Program Components

Security Projects – One, Two, and Three UN Plaza

Capital projects to improve and replace building security systems and infrastructure.

General Improvements (Interior) – One, Two, and Three UN Plaza

Capital projects to improve and replace interior building systems and infrastructure such as life safety systems, public restrooms, tenant work.

General Improvements (Exterior) – One, Two, and Three UN Plaza

Capital projects to improve and replace exterior building systems and infrastructure such as roofs.

Building Systems and Other Projects – One, Two, and Three UN Plaza

Capital projects to improve and replace building systems and infrastructure and miscellaneous projects such as HVAC and plumbing.

United Nations Development Corporation

Proposed Commitments Statewide (1)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
One, Two, and Three U.N. Plaza Security Projects	0	100	100	100	100	100	100	100	100	100	900
General Improvements (Interior)	1,352	1,200	1,200	1,500	1,400	1,460	1,520	1,580	1,640	1,710	14,562
General Improvements (Exterior)	875	405	0	0	500	520	540	560	580	600	4,580
Building Systems and Other Projects	768	521	482	292	600	620	640	670	700	730	6,023
<i>One, Two, and Three U.N. Plaza Subtotal</i>	<i>2,995</i>	<i>2,226</i>	<i>1,782</i>	<i>1,892</i>	<i>2,600</i>	<i>2,700</i>	<i>2,800</i>	<i>2,910</i>	<i>3,020</i>	<i>3,140</i>	26,065
Planning Costs for Proposed U.N. Consolidation Building	19,400	6,500	0	0	0	0	0	0	0	0	25,900
TOTAL	22,395	8,726	1,782	1,892	2,600	2,700	2,800	2,910	3,020	3,140	51,965
Capital Plan Categories											
State of Good Repair	2,995	2,226	1,782	1,892	2,600	2,700	2,800	2,910	3,020	3,140	26,065
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	19,400	6,500	0	0	0	0	0	0	0	0	25,900
TOTAL	22,395	8,726	1,782	1,892	2,600	2,700	2,800	2,910	3,020	3,140	51,965
<i>(\$ in thousands)</i>											

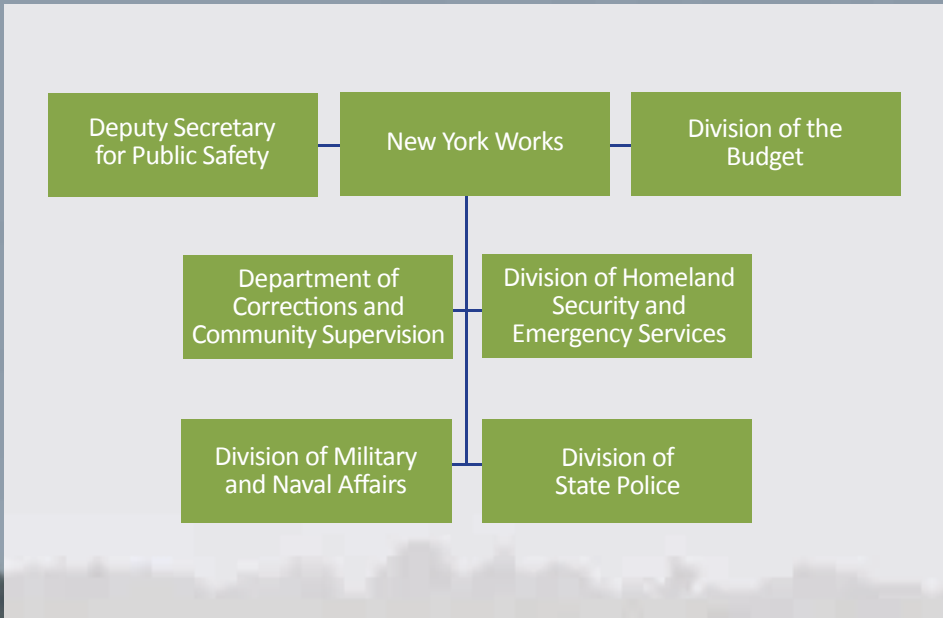
(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Corporation's fiscal year that ends during the State fiscal year.

United Nations Development Corporation

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Planning Costs for Proposed U.N. Consolidation Building	19,400	6,500	0	0	0	0	0	0	0	0	25,900
Capital Costs for One, Two, and Three U.N. Plaza	2,995	2,226	1,782	1,892	2,600	2,700	2,800	2,910	3,020	3,140	26,065
TOTAL	22,395	8,726	1,782	1,892	2,600	2,700	2,800	2,910	3,020	3,140	51,965
Source of Funds											
Funded by surplus funds under UNDC's bond indenture	19,400	6,500	0	0	0	0	0	0	0	0	25,900
Funded by amounts deposited in the Renewal and Replacement Fund maintained pursuant to UNDC's bond indenture	2,995	2,226	1,782	1,892	2,600	2,700	2,800	2,910	3,020	3,140	26,065
TOTAL	22,395	8,726	1,782	1,892	2,600	2,700	2,800	2,910	3,020	3,140	51,965
<i>(\$ in thousands)</i>											

(1) This Statewide Capital Plan is based on State fiscal years, so that FY 2014 is April 2013 through March 2014. Data presented above are for the Corporation's fiscal year that ends during the State fiscal year.



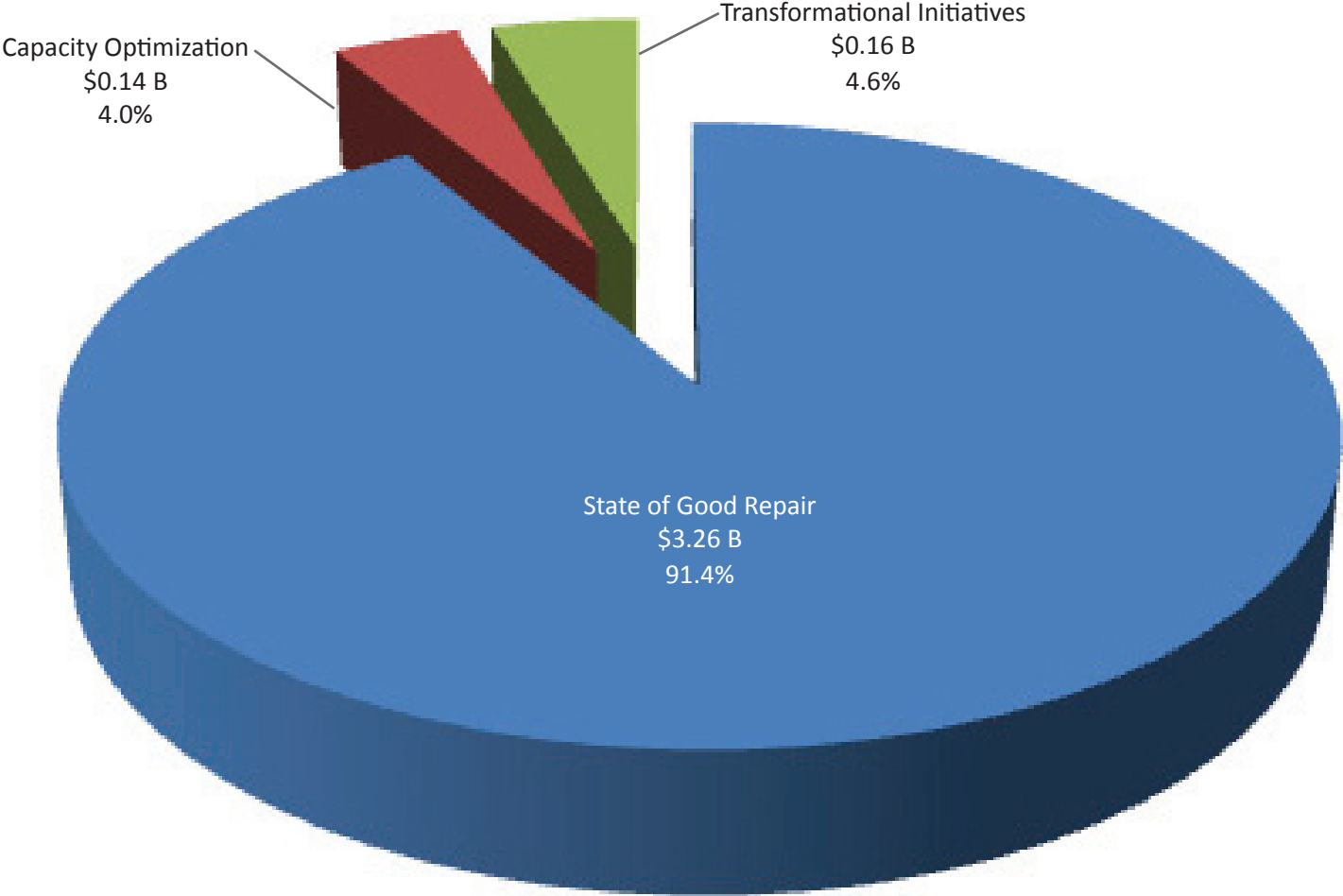


Public Safety



Public Safety

Investment Commitments by Capital Plan Category
Total Investment \$3.56 B



Public Safety

Investment Commitments by Entity

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Department of Correctional Services	300,000	301,000	301,000	301,000	301,000	301,000	301,000	301,000	301,000	301,000	3,009,000
Division of Homeland Security and Emergency Services	16,000	10,500	1,000	0	0	0	0	0	0	0	27,500
Division of Military and Naval Affairs	47,684	69,621	19,195	19,525	53,111	65,543	19,806	19,867	19,923	11,553	345,828
Division of State Police	47,220	27,500	20,500	15,500	11,500	11,000	11,500	11,500	12,000	12,000	180,220
<i>(\$ in thousands)</i> TOTAL	410,904	408,621	341,695	336,025	365,611	377,543	332,306	332,367	332,923	324,553	3,562,548

Investment Commitments by Capital Plan Category

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
State of Good Repair	356,107	336,280	327,225	322,355	316,318	319,690	320,505	320,327	321,964	316,453	3,257,224
Capacity Optimization	26,803	21,900	13,820	12,660	12,793	11,262	11,801	11,040	10,959	8,100	141,138
Transformational Initiatives	27,994	50,441	650	1,010	36,500	46,591	0	1,000	0	0	164,186
<i>(\$ in thousands)</i> TOTAL	410,904	408,621	341,695	336,025	365,611	377,543	332,306	332,367	332,923	324,553	3,562,548

Department of Corrections and Community Supervision

At-A-Glance

The mission of the Department of Corrections and Community Supervision (DOCCS) is to improve public safety by providing a continuity of appropriate treatment services in safe and secure facilities where offenders' needs are addressed and they are prepared for release, followed by supportive services under community supervision to facilitate a successful completion of their sentence.

DOCCS is comprised of a workforce of 29,773 responsible for approximately 95,000 offenders both inside our prisons and under community supervision. Currently DOCCS is responsible for the confinement and habilitation of approximately 56,000 offenders held at 60 State facilities including the 915 bed Willard Drug Treatment Campus. Additionally, there are two support buildings: the Willard and Albany Training Academies. In total DOCCS operates out of 4,565 buildings comprising 35,804,786 square feet. This total consists of 9 minimum, 34 medium, and 17 maximum security facilities. The age of these facilities varies from 13 years to over 190 years. The condition of the overall physical plant can best be summarized as: 1,175 buildings are rated as being in "excellent" condition; 1,219 buildings are rated as being in "good" condition; 1,698 buildings are rated as being in "fair" condition; 359 buildings are rated as being in "poor" condition; and 114 buildings are rated as being in "scrap" condition .

The basis for capital planning includes legally mandated projects for the health and safety of offenders and employees, plans to meet the standards for adult correctional institutions as set forth by the Commission on Accreditation for Corrections and completing a DOCCS

Facility Master Plan. Complete inventories of each facility's physical plant are required to complete the overall planning program. Without these surveys, a complete projection for capital expenditures cannot be realistically presented as a fixed plan. DOCCS has projected the anticipated remedial actions for the facilities that have been reviewed and inventories developed of the Department's facilities. Future phases for a number of these plant studies will provide a more comprehensive basis for capital requests.

Capital Program Components

Program Improvements

Program Improvement includes projects to upgrade or replace perimeter security systems, closed-circuit television systems, locking systems, lighting systems, medical projects, recreation yards, energy conservation, replacement structures, storage buildings, and data infrastructure.

Administration

Administration includes Facilities Planning and Development deployment, Facilities Planning database system, and professional studies.

Environmental

Environmental includes projects to upgrade or replace sewage plants, water storage tanks, sanitary and storm piping, municipal contracts for water and sewer services, hazardous material abatement, and site remediation.

Department of Corrections and Community Supervision

Health and Safety

Health and Safety includes projects to upgrade or replace fire alarm systems, sprinkler and standpipe systems, ventilation, stair towers, structural deficiencies, and elevator modernizations.

Preservation

Preservation includes projects to upgrade or replace electrical distribution systems, switchgear, generators, windows, roofs, bathrooms, plumbing systems, heating systems, boilers, masonry, and kitchens and also includes emergency and minor rehabilitation projects.



Department of Corrections and Community Supervision

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Program Improvements	56,700	56,888	56,888	56,888	56,888	56,888	56,888	56,888	56,888	56,888	568,692
Administration	15,000	15,050	15,050	15,050	15,050	15,050	15,050	15,050	15,050	15,050	150,450
Environmental	27,300	27,692	27,692	27,692	27,692	27,692	27,692	27,692	27,692	27,692	276,528
Health and Safety	21,300	21,370	21,370	21,370	21,370	21,370	21,370	21,370	21,370	21,370	213,630
Preservation	179,700	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	1,799,700
TOTAL	300,000	301,000	301,000	301,000	301,000	301,000	301,000	301,000	301,000	301,000	3,009,000
Capital Plan Categories											
State of Good Repair	300,000	301,000	301,000	301,000	301,000	301,000	301,000	301,000	301,000	301,000	3,009,000
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
TOTAL	300,000	301,000	301,000	301,000	301,000	301,000	301,000	301,000	301,000	301,000	3,009,000
<i>(\$ in thousands)</i>											

Department of Corrections and Community Supervision

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	65,000	55,000	45,000	30,000	0	0	0	0	0	0	195,000
Planned Spending	169,677	185,710	201,860	216,764	246,764	250,000	250,000	250,000	250,000	250,000	2,270,775
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	234,677	240,710	246,860	246,764	246,764	250,000	250,000	250,000	250,000	250,000	2,465,775
Source of Funds											
Bond Financing	234,677	240,710	246,860	246,764	246,764	250,000	250,000	250,000	250,000	250,000	2,465,775
TOTAL	234,677	240,710	246,860	246,764	246,764	250,000	250,000	250,000	250,000	250,000	2,465,775
<i>(\$ in thousands)</i>											

Division of Homeland Security and Emergency Services

At-A-Glance

The Division of Homeland Security and Emergency Services (DHSES), created in 2010, and its five offices—Counter Terrorism, Cyber Security, Emergency Management, Fire Prevention and Control (OFPC), and Interoperable and Emergency Communications—provide leadership, coordination, and support for efforts to prevent, protect against, prepare for, respond to, and recover from terrorism and other man-made and natural disasters, threats, fires, and other emergencies.

The Division and its subordinate offices collectively employ approximately 1,000 people, including 442 full time employees.

The Division is headquartered in Albany, maintains an office in NYC and maintains and operates the State Preparedness Training Center (SPTC) in Oriskany. OFPC also maintains and operates the Academy of Fire Science in Montour Falls. A major component of DHSES capital plan is to consolidate these two facilities at the SPTC.

The State has appropriated \$42 million in capital projects funding to build-out the SPTC site, and accordingly, the Division is in the process of constructing a state-of-the-art training facility at the SPTC. Completed projects to date include renovation of the former terminal building to serve as the Education and Administration Building, improvements to the former runways and taxiways to create an Emergency Vehicle Operations Course, and infrastructure improvements to the facility entrance areas. A Field Operations Building, various simulation training venues, including a CityScape, and a Weapons Training Complex are currently being designed or are currently under construction.

The capital plan also calls for the construction of lodging and dining facilities, fitness facilities, classrooms and a large auditorium to accommodate 400 students.

The second major component of DHSES capital strategy is the acquisition of the SPTC site from the County of Oneida. Despite the significant investment of State dollars into the site, the State does not own the property; instead it is leased from Oneida County, with the lease scheduled to expire in 2023. Purchasing the property will place the State in the most advantageous position developmentally, operationally and fiscally.

From the County's perspective, and assuming a lump sum payment, the County would realize an immediate economic benefit and a cost savings relating to the maintenance and upkeep of the facility. At SPTC's current growth, based upon the existing development and programmatic plan, additional staff will be required. Present estimates call for the addition of 18 additional full-time personnel and 15–20 part-time through fiscal year 2013–14.

Division of Homeland Security and Emergency Services

Capital Program Components

Construction/Project Management

Construction and project management fees (15% of overall project costs).

Project Design

Conceptual through actual design of new training venues at the SPTC (10% of overall project costs).

New Construction Build

Construction Build Costs (75% of overall project costs).

Land Purchase

Acquisition of land for the SPTC and adjoining Orion Building.



Division of Homeland Security and Emergency Services

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Construction/Project Management	0	8,500	1,000	0	0	0	0	0	0	0	9,500
State Preparedness Training Center Build-out	16,000	2,000	0	0	0	0	0	0	0	0	18,000
TOTAL	16,000	10,500	1,000	0	0	0	0	0	0	0	27,500
Capital Plan Categories											
State of Good Repair	0	0	0	0	0	0	0	0	0	0	0
Capacity Optimization	16,000	10,500	1,000	0	0	0	0	0	0	0	27,500
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
<i>(\$ in thousands)</i>	TOTAL	16,000	10,500	1,000	0	0	0	0	0	0	27,500

Division of Homeland Security and Emergency Services

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	16,000	2,290	0	0	0	0	0	0	0	0	18,290
Planned Spending	0	0	0	0	0	0	0	0	0	0	0
Spending from New Commitments		8,210	1,000	0	0	0	0	0	0	0	9,210
TOTAL	16,000	10,500	1,000	0	0	0	0	0	0	0	27,500
Source of Funds											
Bond Financing	16,000	10,500	1,000	0	0	0	0	0	0	0	27,500
TOTAL	16,000	10,500	1,000	0	0	0	0	0	0	0	27,500
<i>(\$ in thousands)</i>											

Division of Military and Naval Affairs

At-A-Glance

The Division of Military and Naval Affairs is responsible for the management of New York State's military forces, including the Army and Air National Guard, the unpaid New York Guard and the Naval Militia.

The infrastructure primarily supported by the Statewide Capital Plan is assigned to support the New York Army National Guard basing plan. New York has currently authorized approximately 10,500 Army National Guard positions, of which in excess of 1,400 are full-time federal employee support positions.

We operate out of 46 Armories and Readiness Centers, three Army Aviation Support Facilities, 13 Facilities Maintenance Shops, three Combined Support Maintenance Shops, and 2 warehouse facilities located throughout New York State. Logistical facilities are used to support 23 aircraft and nearly 3,600 authorized tactical vehicle systems and other military equipment to respond to domestic emergencies and threats to State and national security.

The Division's capital program is organized into two main components:

Preservation of Facilities – Sustainment, Restoration and Modernization

Most projects reflected in the 10-year capital plan are recurring and routine maintenance, repair and modernization efforts that will enable the continued use of existing state real property assets in support of the National Guard's basing.

New Facilities Purpose – Military Construction

New York's Adjutant General, on behalf of Army National Guard, plans and coordinates with NY's congressional representatives to secure funds for major project initiatives that enhance stationing, training and sustainment of force structure within the state.

The Adjutant General's current National Guard Long Range Construction Program includes:

- Construct a new Readiness Center in the Bronx. This Readiness Center will replace both the Bronx and Yonkers armories and consolidate National Guard elements in a single structure.
- Construct a new Readiness Center in Queens. This Readiness Center will replace the Jamaica Armory.

Given projections within the Department of Defense budget, these projects would be funded no earlier than fiscal year 2017-18.

Division of Military and Naval Affairs

Capital Program Components

Preservation of Facilities

For the cost of studies, planning, design, construction and repair including alterations and improvements for the preservation of existing facilities. The component includes projects supported by state and federal pay as you go funds aligned with National Guard funding programs for Sustainment, Restoration and Modernization.

New Facilities Purpose

For the cost of studies, site acquisitions, planning, design, construction, renovation, and equipment related to the development of military facilities including related departmental administrative costs. It is normally for new structure, building additions or major rehabilitation.

Currently, there are two initiatives included in the U.S. Department of Defense Future Years Defense Plan.

Fiscal year 2012–13 will provide \$23 million in federal funds for the construction of a new combined support maintenance shop in Stormville, Dutchess County, which will replace an aged and obsolete facility located at the Camp Smith Training Site in Westchester County. The project is nearly 90% designed and bid is expected to occur spring of 2013. Fiscal year 2013–14 will include \$30 million in federal matching funds that will support the rehabilitation and alteration of the historic Harlem (369th Regiment) Armory that was built in 1922. Design for this fiscal year 2013–14 initiative has been initiated.

Division of Military and Naval Affairs

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Preservation of Facilities	19,690	19,830	19,195	19,525	16,611	19,743	19,806	19,867	19,923	11,553	185,743
New Facilities Purpose	27,994	49,791	0	0	36,500	45,800	0	0	0	0	160,085
TOTAL	47,684	69,621	19,195	19,525	53,111	65,543	19,806	19,867	19,923	11,553	345,828
Capital Plan Categories											
State of Good Repair	15,887	13,780	11,725	11,855	9,818	13,690	14,005	13,827	15,464	9,953	130,004
Capacity Optimization	3,803	5,400	6,820	6,660	6,793	5,262	5,801	5,040	4,459	1,600	51,638
Transformational Initiatives	27,994	50,441	650	1,010	36,500	46,591	0	1,000	0	0	164,186
TOTAL	47,684	69,621	19,195	19,525	53,111	65,543	19,806	19,867	19,923	11,553	345,828
<i>(\$ in thousands)</i>											

Division of Military and Naval Affairs

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	3,996	2,000	1,000	1,200	1,500	1,500	1,500	1,200	1,100	1,000	15,996
Planned Spending	23,000	41,507	40,607	34,407	18,500	27,998	49,362	46,263	29,188	19,000	329,832
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	26,996	43,507	41,607	35,607	20,000	29,498	50,862	47,463	30,288	20,000	345,828
Source of Funds											
Federal Pay-As-You-Go	17,362	29,362	29,362	23,362	10,000	19,498	40,862	27,175	10,000	10,000	216,983
State Pay-As-You-Go	9,634	14,145	12,245	12,245	10,000	10,000	10,000	20,288	20,288	10,000	128,845
TOTAL	26,996	43,507	41,607	35,607	20,000	29,498	50,862	47,463	30,288	20,000	345,828
<i>(\$ in thousands)</i>											

Division of State Police

At-A-Glance

The Division of State Police is the sole law enforcement agency within New York State with statewide jurisdiction. In addition to the Division Headquarters, located in Albany, there are nine Troops positioned regionally throughout the State. In addition Troop T, located along the New York State Thruway, is dedicated to the promotion of highway and traffic safety on our State's chief roadway. With a presence throughout the entire State, over 4,400 Troopers and Investigators, with the support of over 700 non-sworn employees, strive to protect our citizens and promote safety in our communities.

The Division of State Police consists of a uniform Patrol force, an Investigative force and a staff of non-sworn personnel, such as dispatchers, mechanics, forensic scientists, and clerical staff, who support the agency operations. In addition to the core Patrol and Investigative operations of the agency, some other critical units include:

- Special Operations Response Team, which comprises the K-9 Unit, SCUBA team, and bomb disposal unit
- Aviation Unit, which assists with investigations, rescues, and executive transport
- Computer Crimes Unit, which investigates cybercrime
- Collision Reconstruction Unit, which investigates vehicle accidents.
- Forensic Identification Unit (FIU), which collects and processes crime scene evidence

- Forensic Laboratories, which process drug, toxicology, trace, and biological evidence as well as questioned documents and firearms.
- Counter Terrorism Units, which work to prevent terrorist crimes

Each of these units, as well as the Troopers and Investigators in the field, require facilities with adequate space to accommodate their training needs as well as their daily operations and equipment so that they may effectively serve New York's citizens.

In order to adapt to population and demographic changes throughout the State, the Division requires flexibility with regard to the location of its stations. Because of this, a majority of its stations are leased. The exceptions to this are sixteen Division-owned facilities across the State, including eight Troop Headquarters, six stations, the Forensic Investigation Center, and the abandoned New York State Emergency Management Office Bunker. Because most of the Division's Headquarters were constructed in the 1950s and 1960s, there is an increasing need for investment in minor repair and maintenance as well as in the replacement of major building systems that are reaching the end of their useful lives and challenging the Division's ability to support agency operations. These Division-owned facilities are the focus of the Division's capital strategy.

Division of State Police

Capital Program Components

Building Systems and Infrastructure

The largest component of the capital plan is Building Systems and Infrastructure. Projects within this program aim at extending the useful life of the Division's aging facilities with projects to replace roofs, update heating, ventilation and air conditioning and lighting systems, and repair paving areas. Funding for routine maintenance projects such as flooring replacements and painting are also included in this component.

Evidence Storage / Forensic Identification Unit Buildings

This program is a continuing initiative within the capital plan for the construction of evidence storage buildings at many Troop Headquarters. These facilities house the operations of the FIU, Collision Reconstruction, and Computer Crimes units, while also providing appropriate areas to process and store all types of evidence.

Troop I Zone One

Construction of a new Zone One Headquarters on Long Island will replace two existing stations in Lake Success and Valley Stream. Both stations are beyond their useful lives in terms of their condition and capacity.

Hazardous Material Remediation

This program is dedicated to projects that remove hazardous materials at current and former Division locations.

Major Renovations

Due to the age of many of the Division-owned facilities, the capital plan includes projects to renovate or expand those whose existing condition can no longer meet the needs of the Division's operations. Examples of such projects include expansion of Troop Headquarters, the Forensic Investigation Center, and the State Police Academy.

Division of State Police

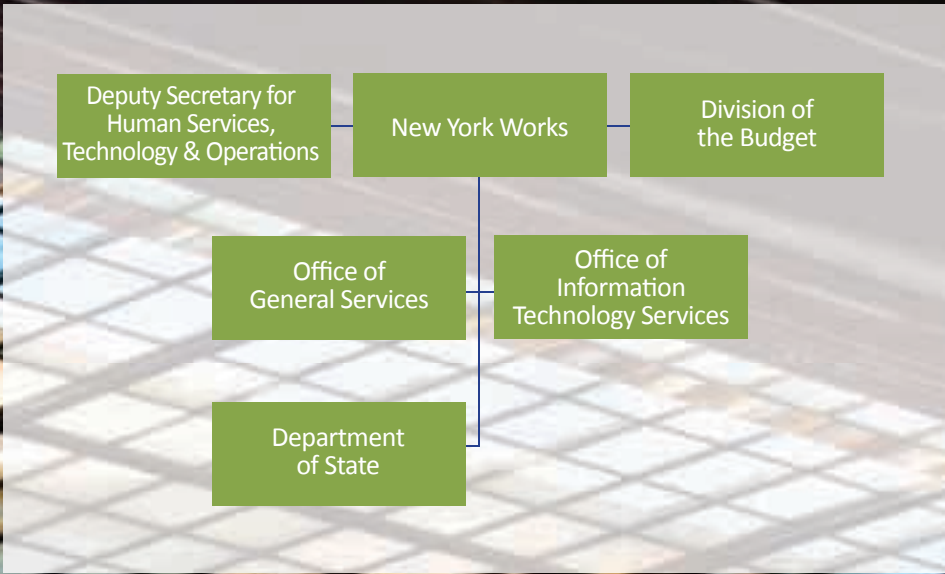
Proposed Commitments Statewide

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Building Systems and Infrastructure	39,220	21,000	14,000	9,000	5,000	4,500	5,000	5,000	5,000	5,000	112,720
Evidence Storage / FIU Buildings	0	6,000	6,000	6,000	0	0	0	0	0	0	18,000
Troop L Zone One Headquarters	7,000	0	0	0	0	0	0	0	0	0	7,000
Petroleum Storage Tank Remediation	1,000	500	500	500	500	500	500	500	500	500	5,500
Academy Range / Emergency Vehicle Operator Course	0	0	0	0	6,000	6,000	0	0	0	0	12,000
Major Renovations	0	0	0	0	0	0	6,000	6,000	6,500	6,500	25,000
TOTAL	47,220	27,500	20,500	15,500	11,500	11,000	11,500	11,500	12,000	12,000	180,220
Capital Plan Categories											
State of Good Repair	40,220	21,500	14,500	9,500	5,500	5,000	5,500	5,500	5,500	5,500	118,220
Capacity Optimization	7,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,500	6,500	62,000
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
(\$ in thousands) TOTAL	47,220	27,500	20,500	15,500	11,500	11,000	11,500	11,500	12,000	12,000	180,220

Division of State Police

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	15,611	5,312	3,455	1,166	1,166	0	0	0	0	0	26,710
Planned Spending	2,263	4,033	8,930	9,899	9,899	9,385	9,536	9,545	9,499	9,499	82,488
Spending from New Commitments	14,500	4,520	1,480	2,000	0	0	0	0	0	0	22,500
TOTAL	32,374	13,865	13,865	13,065	11,065	9,385	9,536	9,545	9,499	9,499	131,698
Source of Funds											
Bond Financing	25,574	6,065	6,065	6,065	6,065	4,885	4,885	6,230	6,465	6,465	78,764
State Pay-As-You-Go	6,800	7,800	7,800	7,000	5,000	4,500	4,651	3,315	3,034	3,034	52,934
TOTAL	32,374	13,865	13,865	13,065	11,065	9,385	9,536	9,545	9,499	9,499	131,698
<i>(\$ in thousands)</i>											

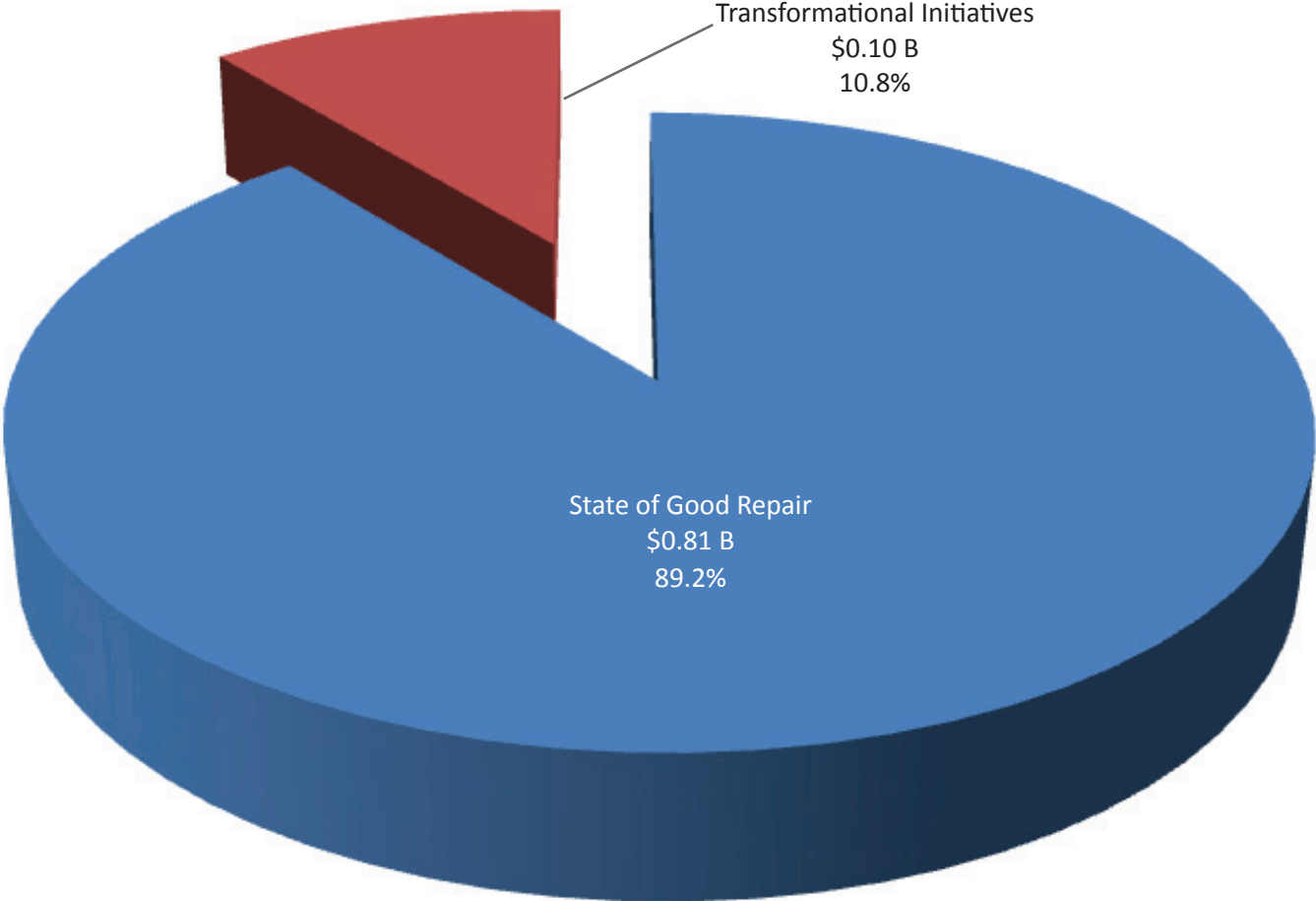




General Government

General Government

Investment Commitments by Capital Plan Category
Total Investment \$0.90B



General Government

Investment Commitments by Entity

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Office of General Services	86,500	86,500	79,000	79,000	79,000	79,000	79,000	79,000	79,000	79,000	805,000
Office of Information Technology Services	87,740	0	0	0	0	0	0	0	0	0	87,740
Department of State	10,000	0	0	0	0	0	0	0	0	0	10,000
TOTAL <i>(\$ in thousands)</i>	184,240	86,500	79,000	79,000	79,000	79,000	79,000	79,000	79,000	79,000	902,740

Investment Commitments by Capital Plan Category

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
State of Good Repair	86,500	86,500	79,000	79,000	79,000	79,000	79,000	79,000	79,000	79,000	805,000
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	97,740	0	0	0	0	0	0	0	0	0	97,740
TOTAL <i>(\$ in thousands)</i>	184,240	86,500	79,000	79,000	79,000	79,000	79,000	79,000	79,000	79,000	902,740

Office of General Services

At-A-Glance

The Office of General Services (OGS) provides a multitude of services to State and local governments. The Real Property Management and Facilities Group operates and maintains the real estate portfolio of State office buildings and their related facilities, while leasing and planning for State agencies is managed by the Real Estate Planning Group. Centralized procurement is performed to achieve savings for governmental agencies. Design and construction services are provided to a variety of State agencies. Surplus State property as well as real estate is disposed of by OGS to return revenue to the State.

Most notably, the recently established Business Service Centers will provide human resources management services and financial services to State agencies.

The OGS Real Property Management and Facilities Group is responsible for the operation and maintenance of a real property portfolio of 56 major State office buildings and related structures as well as 75 ancillary structures, including parking facilities that support the office functions.

The agency operates two major office complexes in Albany, the Nelson A. Rockefeller Empire State Plaza and the Harriman State Office Building Campus, which are supported by a central utility infrastructure including heating and cooling plants as well as high voltage electrical systems. Regional buildings are located in the upstate cities of Buffalo, Hornell, Binghamton, Utica, Syracuse, and Watertown. Downstate buildings

are located in Poughkeepsie, Hauppauge on Long Island, and in both Brooklyn and Harlem in New York City. OGS also operates the Homer Folks Facility in Oneonta (a U.S. Department of Labor Job Corps Center), Office of Mental Retardation and Developmental Disabilities residences, various State offices, and the Hudson Valley Transportation Management Center in Hawthorne.

Capital Program Components

Building Systems and Infrastructure

Includes project design to maintain or rehabilitate buildings and building components and infrastructure. Examples include façade rehabilitations, transformer replacements, and elevator rehabilitations.

Preventive Maintenance/Maintenance Contracts

The preventive maintenance, rehabilitation, and improvement program is essential to maintain OGS facilities through regular, annual maintenance designed to prevent larger more expensive projects down the road. Also included in this category are maintenance contracts, including heating, ventilation and air conditioning, elevators, scaffolding, security, and switchgear.

Office of General Services: State Capitol Restoration

In May 2011, Governor Cuomo announced a revised and expedited timetable for completing the New York State Capitol restoration. Under the revised schedule, the fourth and final phase of a multi-year restoration project that began in 2000 accelerated the completion of the project two years ahead of schedule with a savings of \$2.3 million.

The new project plan called for doubling the workforce, increasing roof access for workers, allowing trades to work simultaneously, and streamlining technical review. As a result, the Capitol reclaimed its lost architectural grandeur and can now better accommodate the modern needs of New York State government.



On January 9, 2013, Governor Cuomo unveiled the Senate Staircase to the public, revealing a space returned to its monumental design. The completion of the Senate Staircase marks the end of the overall Capitol roof restoration project.

Office of General Services

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Buildings Systems and Infrastructure	67,999	67,766	60,722	59,992	58,097	58,012	57,736	57,450	57,156	56,854	601,784
Preventive Maintenance/ Maintenance Contracts	18,501	18,734	18,278	19,008	20,903	20,988	21,264	21,550	21,844	22,146	203,216
TOTAL	86,500	86,500	79,000	79,000	79,000	79,000	79,000	79,000	79,000	79,000	805,000
Capital Plan Categories											
State of Good Repair	86,500	86,500	79,000	79,000	79,000	79,000	79,000	79,000	79,000	79,000	805,000
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	0	0	0	0	0	0	0	0	0	0	0
(\$ in thousands)	86,500	86,500	79,000	79,000	79,000	79,000	79,000	79,000	79,000	79,000	805,000

Office of General Services

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	0	0	0	0	0	0	0	0	0	0	0
Planned Spending	33,809	48,383	64,883	69,883	69,883	69,883	69,883	69,883	69,883	69,883	636,256
Spending from New Commitments	33,000	29,000	5,000	0	0	0	0	0	0	0	67,000
TOTAL	66,809	77,383	69,883	69,883	69,883	69,883	69,883	69,883	69,883	69,883	703,256
Source of Funds											
Bond Financing	14,559	25,133	17,633	17,633	17,633	17,633	17,633	17,633	17,633	17,633	180,756
State Pay-As-You-Go	52,250	52,250	52,250	52,250	52,250	52,250	52,250	52,250	52,250	52,250	522,500
TOTAL	66,809	77,383	69,883	69,883	69,883	69,883	69,883	69,883	69,883	69,883	703,256
<i>(\$ in thousands)</i>											



Office of Information Technology Services

At-A-Glance

The Office of Information Technology Services (ITS) is the result of Governor Cuomo's vision to consolidate the day-to-day information technology (IT) operations of State government, including data centers, into one customer-focused technology center. ITS is based on a governance structure that involves the development of IT standards and strategies. Clusters of State agencies facilitate application development and lead large-scale IT projects between agencies in each cluster and across the clusters. Doing so leverages the State's resources that are devoted to IT to improve agency functions and customer service.

It is the responsibility of ITS to provide centralized IT services to the State and its governmental entities with the awareness that our citizens are reliant on those services. ITS sets statewide technology policy for all State government agencies. It also monitors all large technology expenditures in the State, seeking efficiencies, lower costs, and innovative solutions.

The Office's IT strategic goals support Governor Cuomo's priorities and are aligned with agency missions to enable better government services.

Technology Services Summary

Statewide enterprise services will include:

- IT operations and support 24 hours a day, 365 days a year
- A single consolidated data center housing more than 50 mission critical applications and websites
- Voice and data telecommunications systems supporting 120,000 users
- Centralized email system supporting over 150,000 users
- Customer Care Center providing help desk services to users at more than 1,500 sites statewide
- Secure networking over 1,600 miles of fiber

Office of Information Technology

Proposed Commitments Statewide											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Equipment	87,740	0	0	0	0	0	0	0	0	0	87,740
TOTAL	87,740	0	0	0	0	0	0	0	0	0	87,740
Capital Plan Categories											
State of Good Repair	0	0	0	0	0	0	0	0	0	0	0
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	87,740	0	0	0	0	0	0	0	0	0	87,740
TOTAL	87,740	0	0	0	0	0	0	0	0	0	87,740
<i>(\$ in thousands)</i>											

Office of Information Technology

Cash Disbursements											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	0	0	0	0	0	0	0	0	0	0	0
Planned Spending	40,523	41,547	4,409	1,261	0	0	0	0	0	0	87,740
Spending from New Commitments	0	0	0	0	0	0	0	0	0	0	0
TOTAL	40,523	41,547	4,409	1,261	0	0	0	0	0	0	87,740
Source of Funds											
Bond Financing	40,523	41,547	4,409	1,261	0	0	0	0	0	0	87,740
TOTAL	40,523	41,547	4,409	1,261	0	0	0	0	0	0	87,740
<i>(\$ in thousands)</i>											

Department of State

At-A-Glance

The Department of State (DOS) employs more than 550 employees throughout the State. Its principal offices are located in Albany and New York City, with 14 regional offices including the cities of Binghamton, Buffalo, and Syracuse. DOS works with each of the State's 1,600 municipalities and many community organizations. DOS provides expert guidance and financial assistance to revitalize communities, strengthen local economies, protect and improve the environment, safeguard communities from storm related damages, and improve the efficiency and effectiveness of municipal service delivery.

DOS provides direct assistance to local officials and community organizations on community planning and development through the Local Waterfront Revitalization Program (LWRP), Brownfield Opportunity Areas (BOA) Program, Community Services Block Grants, Appalachian Regional Commission, and Northern Border Regional Commission.

The two main capital investment programs managed by DOS are the LWRP and the BOA Program. DOS uses these programs to engage local governments to align local resources and goals to achieve community-oriented Regional Economic Development Council (REDC) strategies for economic development and job creation. These programs generate new community supported capital development focused on transformational initiatives and to a lesser extent state of good repair.

About 90% of the State's population resides in communities along a waterway. The LWRP focuses on revitalizing waterfront communities. It currently has 300 communities engaged in the program and \$117 million in active grants through the Environmental Protection Fund LWRP.

Brownfields are principally located in most of the State's urban and community centers. The BOA Program provides solutions to the challenges local residents and the REDCs face in transforming brownfield affected areas into economic development opportunities. Through creation of redevelopment strategies, in cooperation with municipal leaders, REDCs, the private sector, State Agency Resource Teams, federal agencies, and not-for-profits community leaders, the program sets the stage for investment to return properties to productive use generating jobs and revenues. There are 115 participating BOA communities and \$30 million in active grants.

Department of State

Capital Program Components

Redevelopment Planning

Identification of transformational projects, regional and community planning, project analysis and feasibility, trends and market analysis, site investigations, infrastructure assessments and improvement studies, land assemblage strategies, redevelopment implementation strategies, and community outreach.

Design

Conceptual, schematic and/or construction designs, design guidelines, bid specifications, and permitting of projects.

Construction

Through LWRP, construction of waterfront and community enhancement projects other than waterfront infrastructure projects. Through BOA, complete necessary site preparation to leverage private investment.



Department of State

Proposed Commitments Statewide (1)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Program Components											
Brownfield Opportunity Areas	10,000	0	0	0	0	0	0	0	0	0	10,000
TOTAL	10,000	0	0	0	0	0	0	0	0	0	10,000
Capital Plan Categories											
State of Good Repair	0	0	0	0	0	0	0	0	0	0	0
Capacity Optimization	0	0	0	0	0	0	0	0	0	0	0
Transformational Initiatives	10,000	0	0	0	0	0	0	0	0	0	10,000
TOTAL	10,000	0	0	0	0	0	0	0	0	0	10,000
<i>(\$ in thousands)</i>											

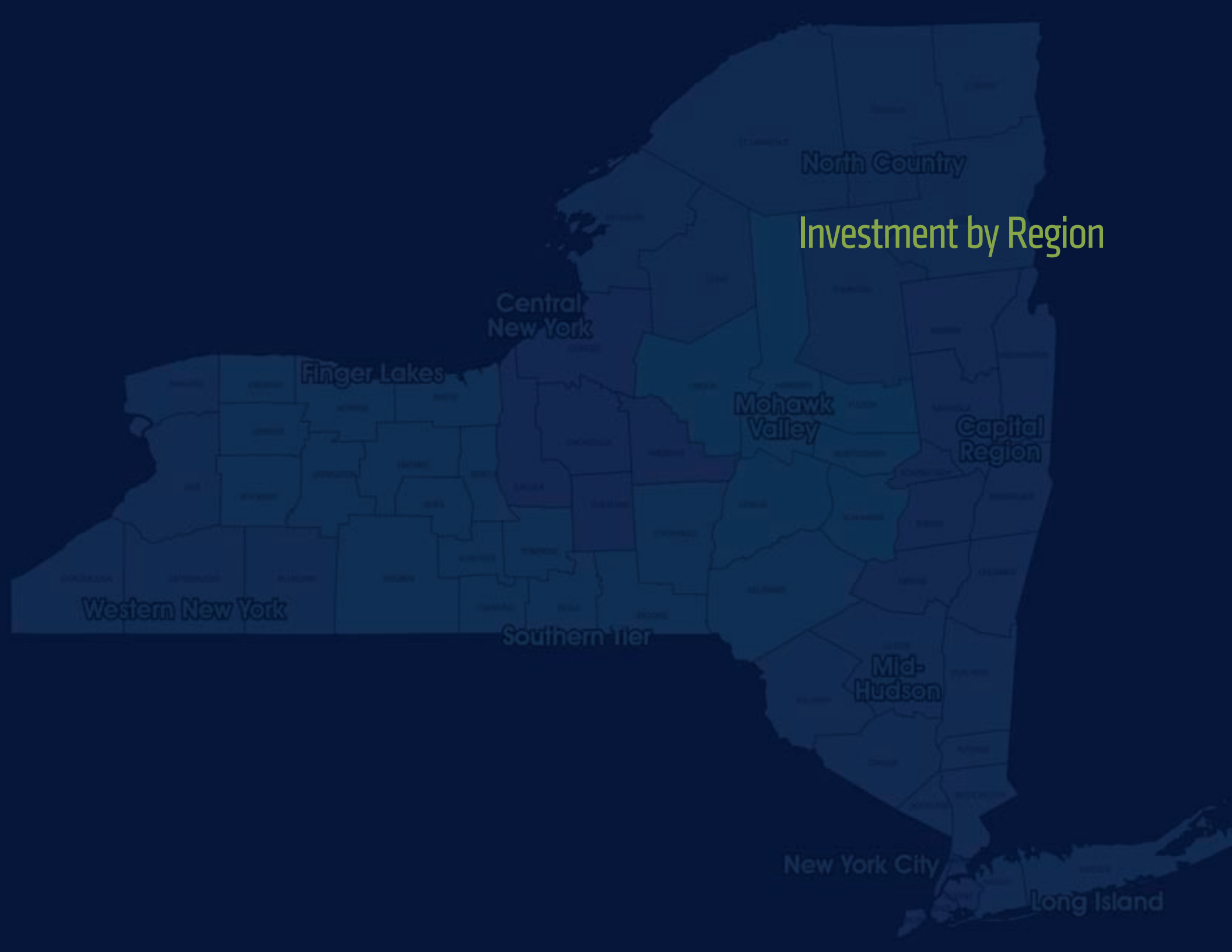
(1) Certain programs implemented by DOS are reflected in the tables for the Department of Environmental Conservation instead of here.

Department of State

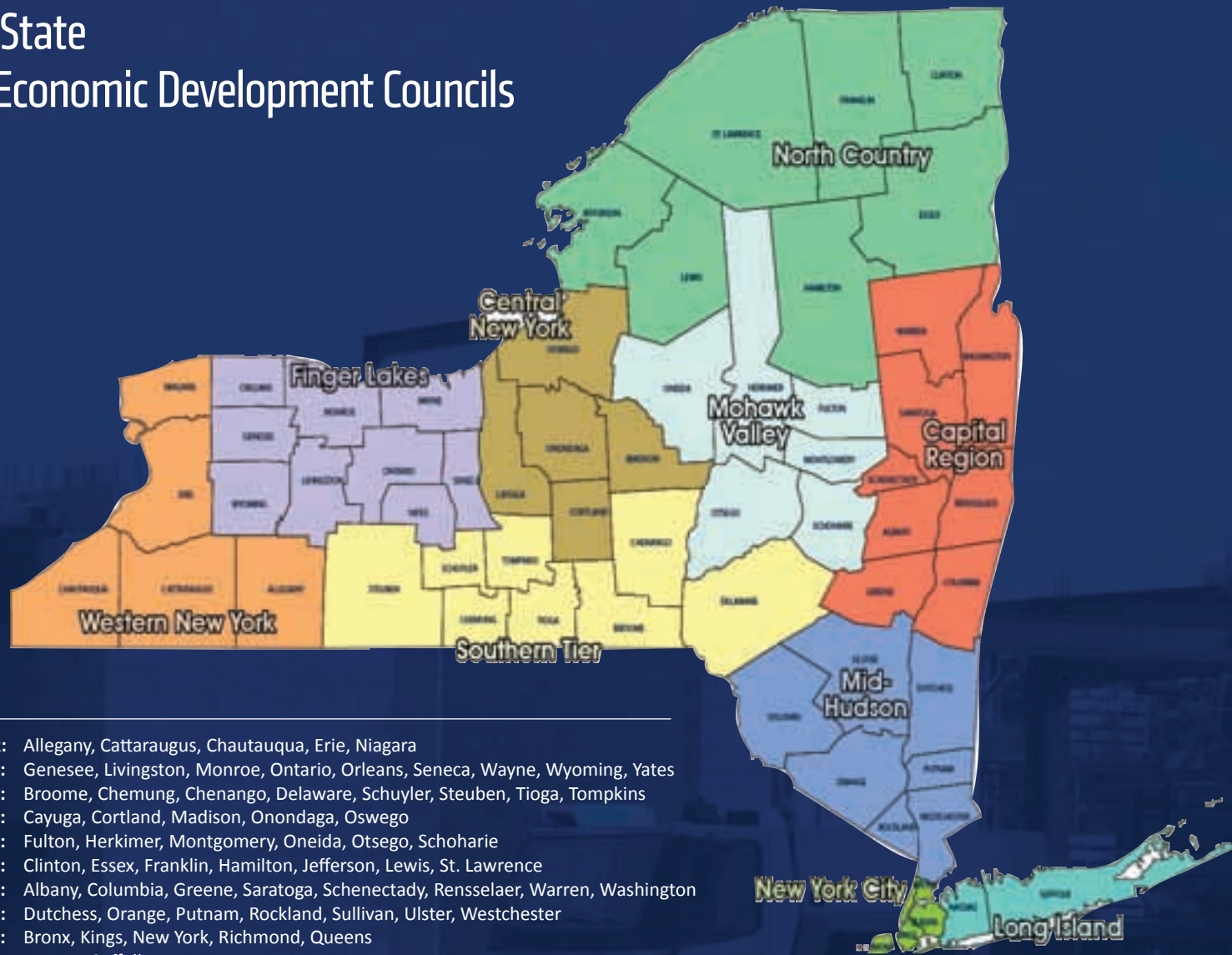
Cash Disbursements (1)											
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Cash Disbursements by Fiscal Year											
Carry-In Commitments from Prior Year	0	2,200	1,455	0	0	0	0	0	0	0	3,655
Planned Spending	0	0	0	0	0	0	0	0	0	0	0
Spending from New Commitments	0	0	0	10,000	0	0	0	0	0	0	10,000
TOTAL	0	2,200	1,455	10,000	0	0	0	0	0	0	13,655
Source of Funds											
State Pay-As-You-Go	0	2,200	1,455	10,000	0	0	0	0	0	0	13,655
TOTAL	0	2,200	1,455	10,000	0	0	0	0	0	0	13,655
<i>(\$ in thousands)</i>											

(1) Certain programs implemented by DOS are reflected in the tables for the Department of Environmental Conservation instead of here.

Investment by Region



New York State Regional Economic Development Councils



-
- Western New York:** Allegany, Cattaraugus, Chautauqua, Erie, Niagara
 - Finger Lakes:** Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming, Yates
 - Southern Tier:** Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga, Tompkins
 - Central New York:** Cayuga, Cortland, Madison, Onondaga, Oswego
 - Mohawk Valley:** Fulton, Herkimer, Montgomery, Oneida, Otsego, Schoharie
 - North Country:** Clinton, Essex, Franklin, Hamilton, Jefferson, Lewis, St. Lawrence
 - Capital Region:** Albany, Columbia, Greene, Saratoga, Schenectady, Rensselaer, Warren, Washington
 - Mid-Hudson:** Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, Westchester
 - New York City:** Bronx, Kings, New York, Richmond, Queens
 - Long Island:** Nassau, Suffolk



Investment by Region

This section of the Statewide Capital Plan summarizes the economic strategies developed by the Regional Economic Development Councils under Governor Cuomo. It also begins the process of connecting those strategies to capital investment.

Investment by Region

In the years ahead, the economies that out-compete others will be the ones that use scarce resources efficiently and move people and goods quickly and safely. We need large-scale, long-term investment to make our infrastructure networks resilient and robust and give New York a competitive advantage in the global economy. We must concentrate our resources on long-term permanent job creation and building a future for all New Yorkers.

New York State is physically large and economically diverse. It has expansive rural areas and our nation's most densely populated city. Each region has its own unique assets, opportunities, and needs for maximizing economic growth. As Governor Cuomo has stated, we must invest our capital dollars to best leverage each region's potential instead of squandering precious resources by using a "one size fits all" approach.

Historically, New York State has not had a comprehensive, unified, long-range approach to planning, evaluating and prioritizing capital projects. Capital resources were allocated in silos without regard to statewide or regional needs, priorities, or ability to pay, and without rigorous evaluation of economic benefit. This Statewide Capital Plan is a significant step in focusing on shared systems and coordinating investments and improvements, replacing silo-based planning.

For example, accompanying each region's strategic summary are two charts displaying information about the various sectors of the region's economy. The first chart displays both the projected nationwide growth in gross domestic product in each industry (vertical axis) and the region's employment concentration in each industry compared with U.S. employment concentration (horizontal axis) Industries

higher up on the chart offer greater growth potential (i.e, quadrants 1 and 4). Industries further to the right on the chart employ more people in the region than in the United States as a whole (i.e., quadrants 1 and 2). The second chart does the same analysis within the highest growth, highest employment concentration industries in the region (i.e., quadrant 1).

Identifying the investments that will support the sectors of the economy with the highest potential for growth and which employ a sufficiently critical mass of people is one piece of the rigorous, fact-based analysis necessary to maximize the impact of our investment of public resources.

Investment by Region







Capital Region

The Capital Region's "Success Today Opportunity Tomorrow" strategic plan creates a roadmap to foster and strengthen the region's economic ecosystem in which the private sector, academia, and government work in partnership to stimulate growth and create jobs by focusing on the innovation economy. The strategic plan seeks to improve the resiliency and long-term sustainability of the region's economic ecosystem with a series of initiatives centered on strategic focus, idea generation, translational pathways, and financial, infrastructural, and human capital.

- **Leverage and Collaborate:** Leverage existing partnerships and build new collaborations across the region's three economic pillars: the private sector, academia, and the public sector. The NY CAP Research Alliance exemplifies this. It provides a new, dynamic, interactive forum for idea sharing and discovery and for identifying collaborative opportunities and joint initiatives for funding. The newly-established Capital Region Regional Economic Development Council (REDC) Leaders Forum workgroup, composed of REDC members and presidents and CEOs of major companies and institutions, will focus on establishing similar programs to engage all eight counties, attract new businesses to the region, strengthen existing large businesses, and generally make the region more business friendly.
- **Open New Doors:** Increase ready access to capital by facilitating identification of existing sources and creating new, collaborative sources of funding to stimulate economic expansion. Two programs illustrate the regional potential: The EB-5 Federal Regional Center provides Capital Region businesses access to foreign investment, and the RNA Institute Biomedical Translational Research creates a state-of-the art research platform that, through private and

public partnerships, will advance RNA research and lead to new technologies and inter-institutional collaborations.

- **Prepare for Tomorrow:** Create the best-educated workforce. The Capital Region's education system, from kindergarten to post-graduate, is one of its great strengths. The REDC will collaborate with area employers to identify the skills and experience they need, find ways to leverage the region's higher education institutions and talented workforce, and develop means to mitigate the gaps in mid-level experience and workforce skills and lack of career focus for the region's K-16 students. For example, the "Building a Pioneering Biotech Corridor" initiative is developing the Biotechnology Training Center at the University at Albany. Through this training program, the University will collaborate with area community colleges and biotechnology businesses to provide state-of-the art technology and trained technical personnel to work in biotechnology companies. The Statewide Capital Plan includes \$949 million in education sector commitments in the region, 10.9% of the region's investments.
- **Build 21st Century Infrastructure:** Ensure that the region has the infrastructure it needs, including by increasing accessibility for business growth, expanding broadband connectivity, supporting high performance computation, developing a diverse and efficient energy supply, and improving transportation. Building smart, modern infrastructure will prepare the community for sustainable growth and help create new wealth for the region. 55.2% of the region's capital investments in the Statewide Capital Plan, some \$4.80 billion, are devoted to transportation.

Capital Region

- **Bring Cities to Life:** Capitalize on the region's history and culture by revitalizing neighborhoods and once again making them centers of influence that are alive with business, residential, and cultural programs. Restoring urban cores has far reaching benefits for the entire region, and is a critical component of the development of the economic ecosystem. Vibrant cities are required to attract and retain the younger generation and create the opportunity platform for economic development and social centers of gravity in parallel. For example, Troy's "City Station" mixed-use development project connects downtown Troy with Rensselaer Polytechnic Institute, providing graduate student housing, parking, and retail space. The Park South Mixed Use Redevelopment Project includes infrastructure improvements to prepare a two block area of the City of Albany for privately funded mixed used development. And the Pruyn's Island Master Plan design will connect the island to downtown Glens Falls.
- **Sustain and Optimize Our Surroundings:** Attract visitors, new residents, and businesses by sustaining and optimizing the rural assets and working landscapes that provide the backdrop for the region. Invest in infrastructure, marketing, aggregation, and brand development to increase the value of rural communities and the size of the local economy. Take advantage of the region's location and convenient access to regional markets by continuing to refine and expand on "buy local" strategies to increase regional exports. For example, the Urban Grow Center enables the Capital District Community Gardens to expand its agricultural offerings and thereby provide healthy food, improving the well-being of residents.
- **Showcase our Beauty:** Capitalize on the region's inherited and created assets. The Capital Region has a beautiful natural environment and is deeply rooted in history, arts, and culture. These resources serve as beacons and anchors to make the region's communities thrive. One way to enhance these assets is through renovation and rehabilitation. The region is doing exactly this with numerous cultural historical landmarks, such as Yaddo Gardens and Waterfront Park in Saratoga Springs, the Kate Mullany National Historic Site in Troy, the Thomas Cole Historic House Art Trail in Greene County, Proctor's Historic Restoration and Heritage Area in Schenectady, and the Olana State Historic Site's implementation of the Landscape Restoration Plan. The region has \$296 million in environment sector commitments in the Statewide Capital Plan, approximately 3.4% of the region's investments.
- **Spotlight our Strengths:** Celebrate the region's distinct and comprehensive regional identity. Increase awareness of the opportunities that currently and will exist in the Capital Region. Projects such as the Hudson Valley Tourism, Inc. marketing project will highlight the historic, culture, food, and great outdoors that the Hudson River Valley has to offer.

Additional regional capital investments include \$1.62 billion (18.6%) in the public safety sector, \$302 million (3.5%) in the social services and public health sector, and \$705 million (8.1%) in the general government sector.

Capital Region

Infrastructure Projects that Support the Strategy

There are a number of key infrastructure projects that can have a significant impact on implementing the plans set out above. These include:

Destination Windham

This project involves the design and construction of an enhanced stormwater collection and conveyance system to mitigate the effects of Hurricane Irene and Tropical Storm Lee, protect the multi-million resort infrastructure of Windham Mountain, and permit the redevelopment of the lower base area to accommodate a \$33.5 million tourism destination project.

Albany International Airport

Improvements to commercial aircraft maintenance hangars at Albany International Airport will allow Albany Airport's largest aircraft maintenance facility to accommodate larger aircraft. Airlines will be able to service their large aircraft in Albany instead of other airports, thus enticing airlines to maintain and increase air service to the city.

Port of Albany

The Port of Albany is reconstructing the deteriorated wharf on the east (Rensselaer) side of the port to capture regional opportunities. Due to structural deterioration, the 600 foot long 1920s wharf is completely unusable. By reconstructing the wharf, additional maritime commerce will be able to use the port.

City of Troy Riverfront Park Access

The City of Troy will build on recent improvements to the Riverfront Park area by creating linkages to the nearby Restaurant District and creating an additional access point to the park from downtown. Through State and local funding Riverfront Park has been reconstructed and is a beacon for residents, visitors, and tourists to downtown Troy's Hudson River waterfront. The project will further implement the Riverfront Park Master Plan and enhance pedestrian circulation and connections.

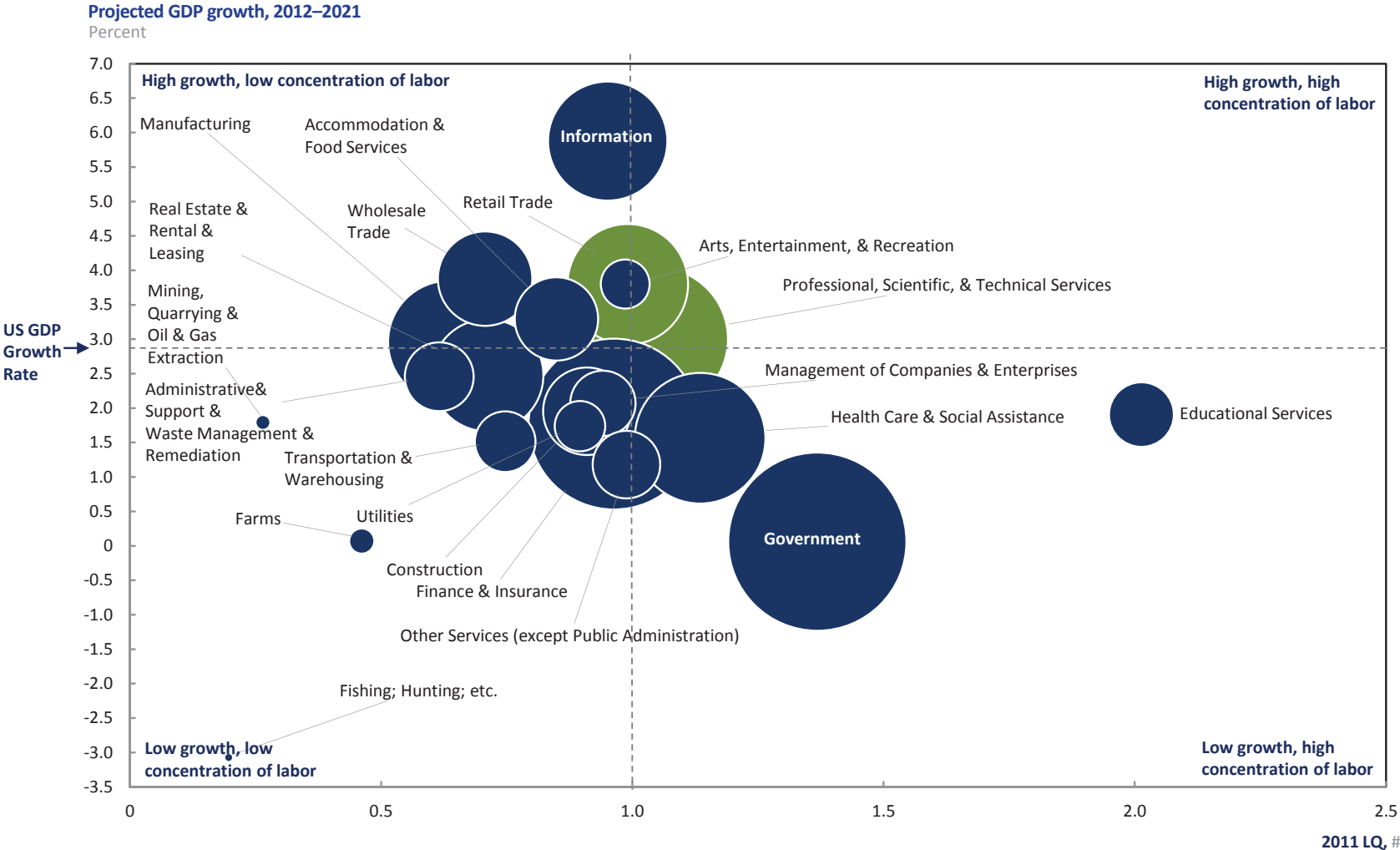
Smart Cities Technology Innovation Center at Kiernan Plaza

This project will preserve the historic nature and long-term value of Kiernan Plaza. The project includes the renovation of Albany's Kiernan Plaza, formerly Union Station, a historic 100,000 square foot building that was constructed in 1899. The project will serve as a catalyst to attract high tech firms focusing on Smart Cities Technologies Innovation (SCiTI) by establishing co-location opportunities and back-office support for nano device companies conducting research at the College of Nanoscale Science and Engineering's Nano Tech Complex. The project will also provide a headquarters for SCiTI companies, support workforce training, professional education and SCiTI conferences, and brand the City of Albany as the nation's most progressive Smart Tech living destination.

Capital Region

Regional Economy

○ Size of bubble= 2011 GDP



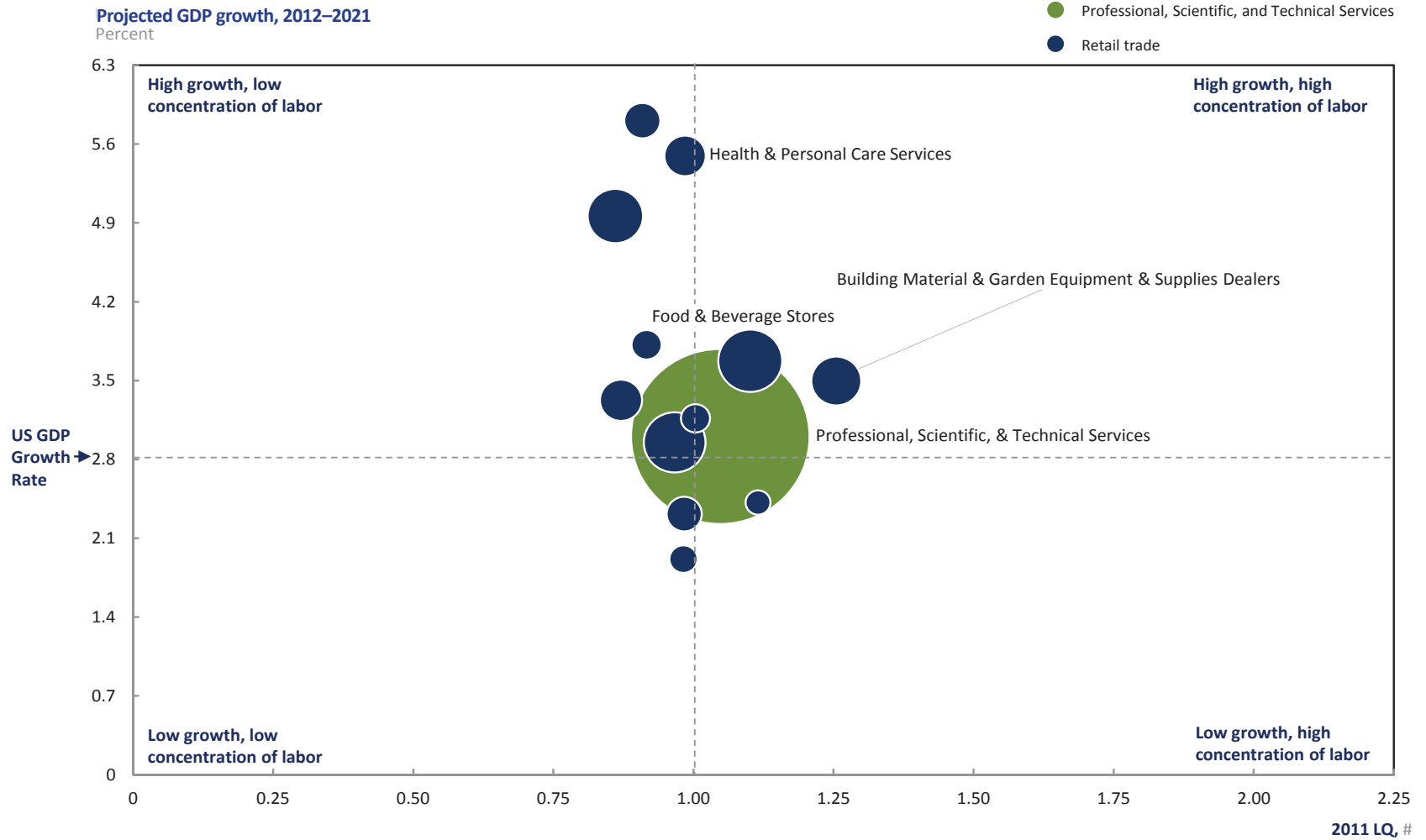
Location Quotient (LQ) compares the region's employment concentration with U.S. employment concentration. An LQ value greater than 1.0 signals a greater concentration of industry employment within the region than across the US generally.

Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.

Capital Region

○ Size of bubble = 2011 GDP

Focus on Professional, Scientific, and Technical Services and Retail Trade



Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.



Central New York

Central New York is taking ownership of its future by leveraging its many assets to create a diverse, sustainable, and globally competitive economy. Its strategic plan builds on the region's history of collaboration to create new and sustained opportunities for all who live and work in Central New York. The strategic plan leverages regional assets by emphasizing that the region's most competitive industries remain key to growth in a global economy well into the future, and that human capital and anchor institutions are the greatest resources to drive innovation and develop strong neighborhoods and communities. These strategies are embodied in a set of projects that are moving forward to bring new prosperity to the region and further define Central New York as a creative corridor for investment and productivity. At its core, the strategic plan outlines three overarching goals that will build a diverse, sustainable, and globally competitive economy:

- **Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets:** Central New York will support industries critical to the region's future prosperity by investing in existing regional industry concentrations and businesses, encourage cross-industry collaborations, and attracting outside investment and interest. The targeted industries are:
 - Clean energy and environmental systems
 - Health, biomedical services, and biosciences
 - Financial services
 - Agribusiness and food processing
 - Advanced manufacturing
 - Tourism

- **Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies:** In order to improve global competitiveness, the region will make significant investments in several critical mechanisms that fuel economic growth:

- Encourage new venture and product development
- Prioritize investments in innovation, commercialization, and process improvement.
- Capture a greater share of the global marketplace
- Build a 21st century infrastructure
- Maximize human capital

The Statewide Capital Plan identifies investments of \$2.79 billion in the transportation sector and \$1.13 billion in the education sector, approximately 64.2% and 25.9% of the region's total. An additional \$186 million (4.3%) are dedicated to the environment sector, \$125 million (2.9%) to the public safety sector, and \$110 million (2.5%) to the social services and public health sector.

- **Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:** Building upon the strengths of Central New York's municipal cores, the region will recreate the social, physical, and cultural fabric of its neighborhoods, urban cores, and main streets by:
 - Rethinking urban redevelopment efforts by leveraging the region's exemplary anchor institutions in education, health and medicine, arts and culture, and philanthropy

Central New York

- Repurposing existing infrastructure to recreate density in development
- Retraining to develop the workforce of tomorrow

In addition, the Central New York Regional Economic Development Council identified eight transformational initiatives to coalesce strategies, coordinate investments and policies, and empower coalitions to make significant economic change across the region during the next five years and beyond.

- **New York Energy Regional Innovation Cluster:** Central New York is leading a statewide innovation network that produces new and improved products and services for advanced buildings and sustainable communities.
- **Food to Markets:** The region is transforming the existing framework of how food grown in Central New York is produced and sold, transitioning from a mass exporter of commodities to a robust industry that focuses on local needs and incorporates value-added processing operations to export finished products with a higher rate of return.
- **Tourism, Arts and Culture:** Regional initiatives are moving forward to develop and implement a tourism marketing plan to highlight the arts, culture, and history that define Central New York and make the region a compelling place to live or visit.
- **Innovate Upstate:** The CenterState Venture Fund, a for-profit investment vehicle to make equity investments in high-growth ventures, will address a critical gap and be a catalyst for attracting private investment to the region.
- **Broadband Investment:** Implementing innovative solutions will create affordable broadband access for underserved and unserved communities throughout the region.
- **Say Yes to Education:** A regional approach to youth support services, college enrollment and completion, vocational training, and a collaborative strategy among public and private sectors will create a seamless transition of success for children from pre-kindergarten–12 into higher education and ultimately into the workplace, transforming Central New York’s future workforce to ensure the region is competitive in national and global markets in the decades ahead.
- **Municipal Core Reinvestment:** The region will continue to make strategic and sustainable investments in its municipal cores as they once again become thriving commercial and cultural districts, destinations for university students, local residents, and visitors.
- **Waterfront Revitalization:** Central New York will look to invest in its diverse and vast waterfront resources through: mixed use redevelopment, attracting and retaining water-intensive industries, and developing low-cost, sustainable energy; marketing recreational and heritage tourism; and promoting international trade and commerce.

Central New York

Infrastructure Projects that Support the Strategy

There are a number of key infrastructure projects that can have a significant impact on implementing the plans set out above. These include:

Carrier Dome Rainwater Harvesting and Reuse

This project is part of the New York State Environmental Facilities Corporation's Green Innovation Grant Program (GIGP). Syracuse University will use GIGP funds to support a rainwater harvesting and reuse project at the Carrier Dome. Rainwater will be collected from the roof and used to service the public restrooms at the facility. In addition to reducing the amount of municipal water used at the Carrier Dome, the project will improve water quality in Onondaga Lake by reducing storm sewer overflows.

Central New York Inland Depot

A consortium of private sector companies have commenced the first phase of a five year project in Manlius, Onondaga County, to construct an "inland port" for the importing and exporting of rail containers through the Port of New York and New Jersey and the Port of Oswego. When the expansion of the Panama Canal is completed, it is expected that the larger ships passing through will overwhelm the processing capacity of the ports on the East Coast. This project will create a depot with rail, highway, and airport access. Cargo containers offloaded in the Port of New York and New Jersey would be placed on rail cars dockside and sent directly to Central New York for processing. Similarly, cargo could be prepared in the depot and sent by rail to the port. Subsequent development could include warehousing and product assembly operations. The project offers critical new infrastructure to support and connect strong local industries, including the region's advanced

manufacturers with enhanced overseas shipping options, thereby strengthening the region's connections to the global market.

Syracuse Inner Harbor

The Syracuse Inner Harbor project involves site preparation, pre-development work to support future private development of up to 28 acres in the City of Syracuse Inner Harbor Area, including environmental remediation, public infrastructure improvements, and capital improvements. This work will enable more than \$350 million in private investment to revitalize this waterfront area with a mixed-use redevelopment to include residential, office, retail, educational, hotel, and community facilities.

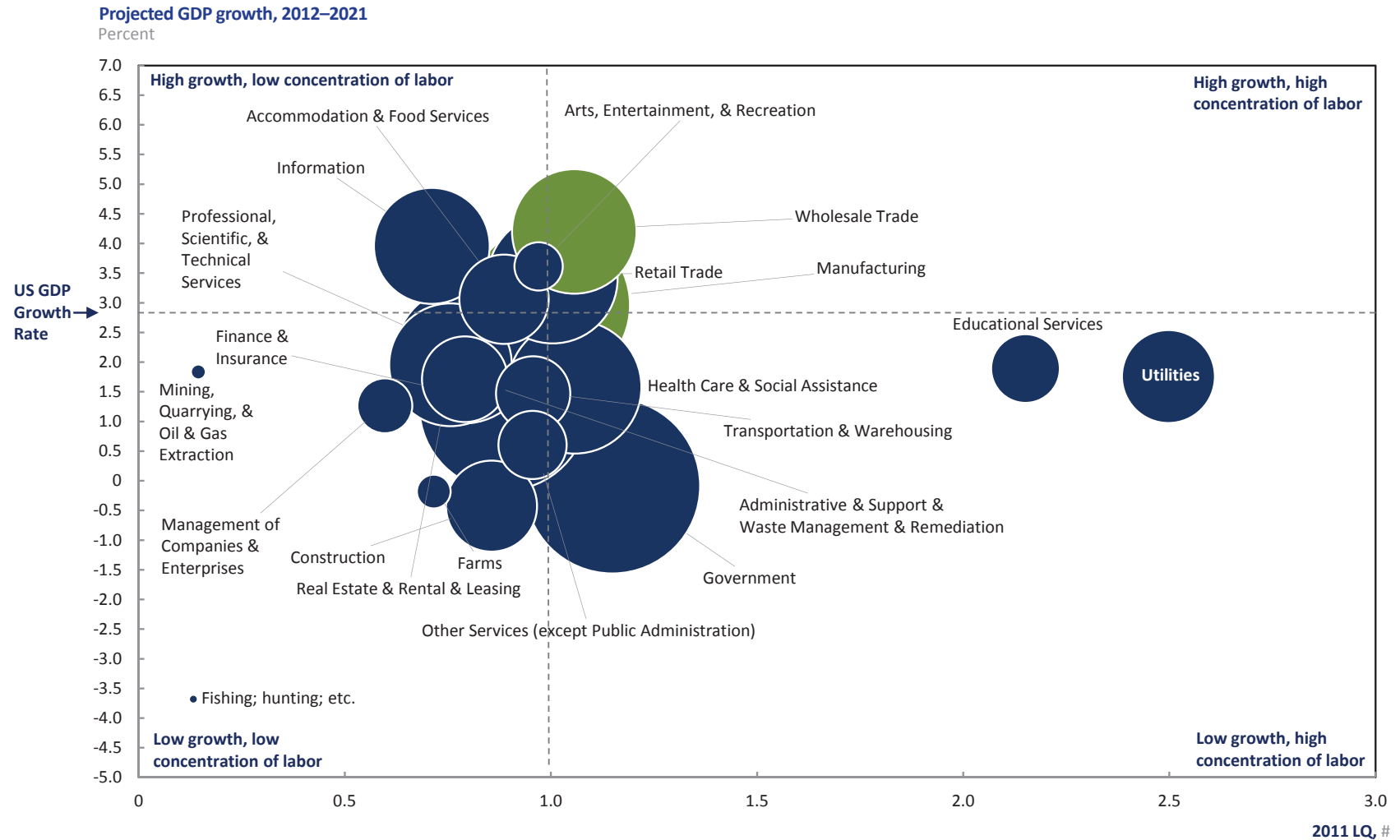
St. Joseph's Facility Expansion

St. Joseph's is one of the major hospitals in the Central New York area, having treated over two million patients. In 2004, St. Joseph's embarked on a \$265 million, three phase, major facility expansion. The current Phase 2B's project budget is \$140 million and is scheduled to conclude in 2014. Located on the main campus of St. Joseph's Hospital Health Center, Phase 2B will include a 104,000 square foot patient tower with 110 private patient rooms, including medical and surgical intensive care units, a 73,000 square foot state-of-the-art surgical suite with 14 operating rooms, a 12,100 square foot central sterile unit, and a greenway corridor to North Side businesses. Supporting this institution-led development project is one of the region's strategies of revitalize the region's urban cores, main streets, and neighborhoods by leveraging the region's exemplary anchor institutions in education, health, and medicine.

Central New York

Regional Economy

○ Size of bubble= 2011 GDP

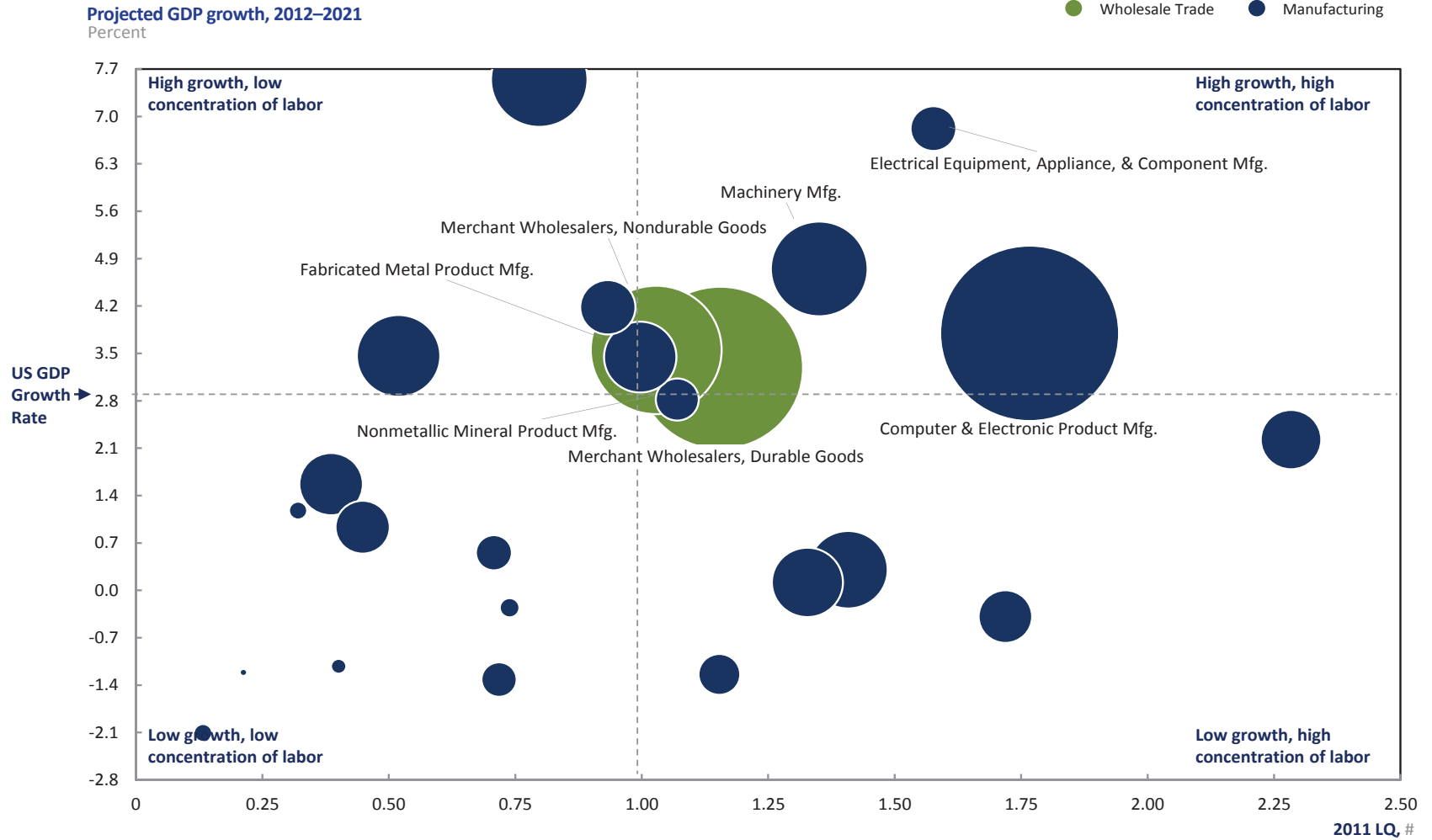


Location Quotient (LQ) compares the region's employment concentration with U.S. employment concentration. An LQ value greater than 1.0 signals a greater concentration of industry employment within the region than across the US generally.

Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.

○ Size of bubble = 2011 GDP

Focus on Wholesale Trade and Manufacturing



Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.





Finger Lakes

The Finger Lakes “Accelerating Our Transformation” strategic plan identifies four overarching regional strategies and several key sectors to guide the economic priorities and job creation within the nine-county region.

The regional economic development strategies are:

- **Optimize Business Creation, Retention, and Expansion:** Foster the development of new companies while at the same time accelerating the expansion of growth-oriented companies.
 - Address local and statewide barriers to growth and competitiveness, including by exploring ways to reduce the cost of doing business by strengthening regional planning efforts, developing cooperative agreements, and streamlining services.
 - Strengthen and expand the region’s network of incubation and acceleration facilities and business support networking services.
 - Expand access to seed, early-stage, venture, and other private and public capital.
 - Grow the number of entrepreneurs through education and training programs and recruitment, particularly of entrepreneurs with domain experience in key sectors.
 - Develop systems that monitor and identify firms and sectors with high growth potential and proactively engage with these companies to connect them with the resources that will accelerate product development, access new markets, and scale business models.
- **Strengthen Academic and Industry Partnerships:** Achieve greater academic collaboration and capacity to generate new ideas to fuel growth in emerging high-tech sectors and maintain the critical competitive advantage of a highly educated workforce.
 - Streamline and accelerate the maturation, transfer, and commercialization of university-based intellectual property.
 - Develop programs and shared resources that allow closer collaboration between academic and industry scientists.
 - Build a regional ecosystem that more effectively harnesses university-based innovation, with a particular focus on fostering the creation and growth of early-stage companies.
- **Align Workforce Development Efforts with Sector Needs:** Sustain a highly educated and skilled regional work force and focus on meeting current and future needs, retraining displaced employees, and preparing for emerging fields.
 - Expand opportunities for the region’s employees and spur the creation of high-skill, high-wage jobs.
 - Strengthen and develop education and training programs needed to provide employees with the skill sets for key growth industries.
 - Address regional workforce shortages in key industries, including healthcare, agriculture, information technology, and manufacturing.

The Statewide Capital Plan includes \$556 million in education sector commitments in the region, 9.8% of the region’s investments.

Finger Lakes

- **Invest in Community and Industrial Development and Infrastructure:** Create economic opportunity for diverse populations, and grown and retrain the region's workforce and firms by investing in community development, infrastructure, and transportation.
 - Reinforce the identity, sense of place, and character of the region through downtown redevelopment, adaptive reuse of existing buildings and infrastructure, and historic preservation.
 - Foster the development of the region's industrial complexes and business parks for commercial or industrial use.
 - Address transportation bottlenecks that are barriers to growth.
 - Enrich living environments by increasing access to affordable housing and mixed-income units, and by promoting energy efficiency.
 - Strengthen transportation infrastructure through preservation and maintenance of existing system.
 - Invest in water-resources-related projects that enhance water access, retain water quality, and increase water safety.
 - Improve access to credit and capital for revitalization and reinvestment.

The region has \$4.35 billion (76.3%) of its capital investment commitments in the transportation sector, \$305 million (5.3%) in the environment sector, \$308 million (5.4%) in the social services and public health sector, and \$181 million (3.2%) in the public safety sector.

While broadly applicable to the Finger Lakes, these strategies are focused on the following key industries:

- Advanced healthcare and life sciences
- Optics photonics and imaging
- Energy innovation
- Advanced manufacturing
- Business services
- Agriculture and food processing
- Tourism and the arts

Infrastructure Projects that Support the Strategy

There are a number of infrastructure projects that can have a significant impact on implementing the plans set out above. These include:

I-390 Southern Corridor (Kendrick Road Exchange)

This multi-phase project will make improvements to key interchanges to ease congestion, improve safety, and enable several new private developments just south of the City of Rochester, including the University of Rochester, the Rochester Institute of Technology, and Monroe Community College. Removing a bottleneck in the current transportation network that links these three rapidly growing institutions and several major private developments planned for the area will stimulate significant future economic growth.

Finger Lakes

Science Technology Advanced Manufacturing Park (STAMP)

The STAMP project will create a 1,340-acre shovel-ready site in Genesee County that will enable the State to strengthen its global position in the highly competitive field of nano-scale manufacturing. Further investment will enable the project to attract an anchor mega-project to the site which, with access to industrial-scale energy transmission in the Niagara Hydropower low-cost energy zone, will become a next generation nano-tech park.

Portageville Freight Rail Bridge

This project, mostly funded by the private sector, will address a significant bottleneck in the State's freight rail transportation network by rebuilding the rail bridge over the Genesee River at Portageville in Livingston County to accommodate greater rail car weights and speeds.

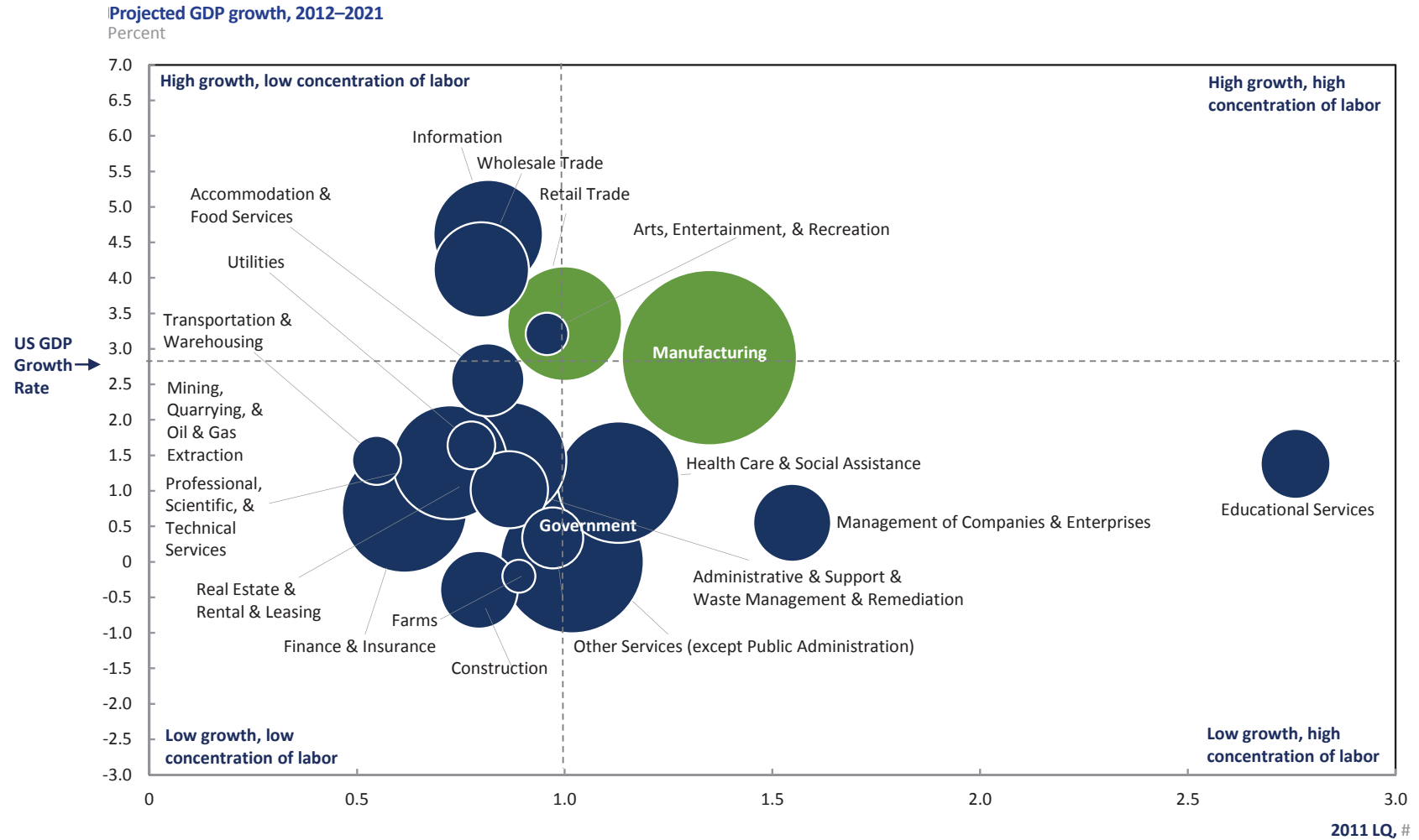
Keuka Lake Waterfront Development

The Village of Penn Yan in Yates County will construct utility improvements, including water, sanitary sewer and storm water system upgrades, and a natural trail around the development connecting existing trail structure to facilitate the redevelopment of 14.7 acre brownfield at the north end of the east branch of Keuka Lake. The mixed-use development will consist of retail, office, restaurant, hotel, and residential space on a site adjacent to historic downtown Penn Yan.



Regional Economy

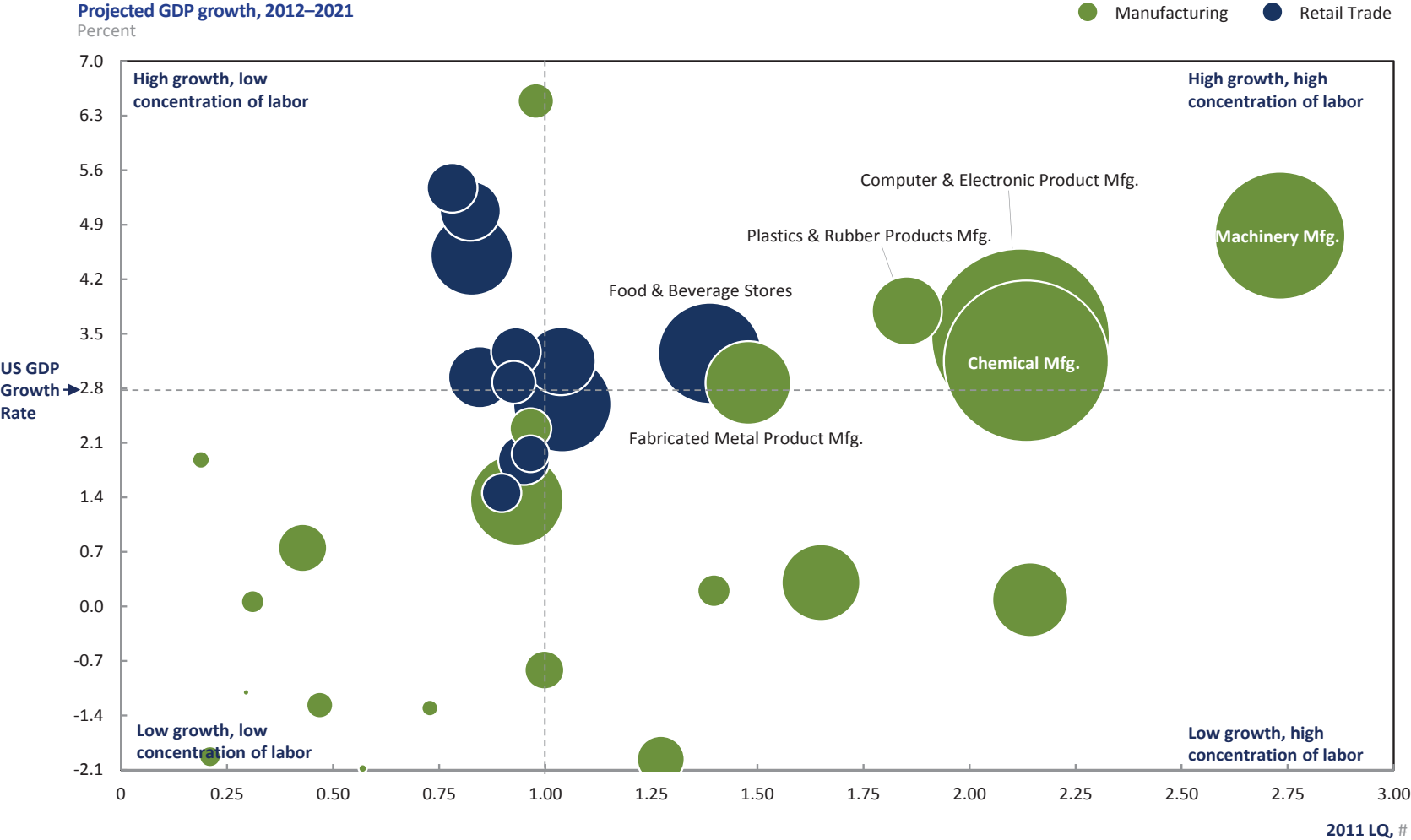
○ Size of bubble= 2011 GDP



Location Quotient (LQ) compares the region's employment concentration with U.S. employment concentration. An LQ value greater than 1.0 signals a greater concentration of industry employment within the region than across the US generally.

Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.

Focus on Manufacturing and Retail Trade



Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.



JONES BEACH



Long Island

Long Island's "A New Vision for Long Island's Economy" seeks to leverage the region's considerable competitive advantages—its critical mass of a superbly-educated workforce, attractive natural assets, successful high-tech businesses, and world-class research centers stocked with Nobel Laureates—to create appealing new employment and entrepreneurial opportunities.

The plan identifies six key strategies for economic growth:

- Create a cohesive education and workforce training strategy through partnerships among a range of stakeholders—business, trade groups, labor, government agencies, educational institutions, parents, and students—with the goal of ensuring that workers from all of Long Island's communities are prepared to take advantage of new job opportunities in key economic growth sectors. The Statewide Capital Plan sets out \$1.88 billion in commitments for the education sector, approximately 13.5% of the region's capital investments.
- Develop innovation and industry clusters in transformative locations across the region—including downtowns, brownfields, and university, research, and medical centers—by integrating the smart-growth principles of transit-oriented development and vibrant community life.
- Enhance and develop multi-faceted, interdisciplinary facilities aimed at incubating and accelerating the commercialization of innovative products generated at the region's premier research institutions, by linking scientists, engineers, and health and medical professionals to entrepreneurs and small businesses.

- Reinvigorate Long Island's manufacturing sector through continued transformation from traditional defense and aerospace work to advanced technology products, creating skilled, high-value jobs and a network of nimble companies that can develop synergistic partnerships with companies in other regions of the State.
- Produce a new generation of sustainable, good-paying jobs in the legacy sectors of agriculture, aquaculture, fisheries, and tourism by expanding export opportunities, infrastructure, recreation facilities, research partnerships, and workforce training.
- Rebuild and expand infrastructure to improve job access, revitalize downtowns and transit hubs, speed trade, and attract and retain dynamic regional businesses and highly skilled workforce. The Statewide Capital Plan identifies \$7.91 billion of investments in the transportation sector, 57.0% of the region's total.

Integral to all areas of focus in the strategic plan, infrastructure improvements are critical to rebuilding and expanding job access, revitalizing downtowns and transit hubs, improving trade, and attracting and retaining dynamic regional businesses and highly-skilled workers. The development of infrastructure was essential to Long Island's robust growth through the 20th century and will be indispensable to its revitalization in the 21st century. This includes \$2.83 billion in energy sector investments (20.4%), \$664 million in environment sector investments (4.8%), and \$548 million in social services and public health sector investments (3.9%).

Long Island

To develop the infrastructure essential to Long Island's growth for the next generation, the region identified four broad and comprehensive strategies:

- Revitalize downtowns and commercial centers, including a focus on live/work/plan environments of which the arts are an integral part;
- Repair and upgrade aging infrastructure;
- Create new housing opportunities; and
- Promote new government policies to foster economic growth.

Infrastructure Projects that Support the Strategy

There are a number of key infrastructure projects that can have a significant impact on implementing the plans set out above. These include:

Ronkonkoma Hub

This transit-oriented development will provide sewer improvements to support a privately-funded mixed use project adjacent to Suffolk County's most intensely used train station. This work, in conjunction with roadway improvements to enable a Federal Aviation Administration project at Long Island's regional airport, will transform this mid-island area and provide workforce support to employers with high-skilled job opportunities in the vicinity.

Brookhaven Rail Terminal

The freight rail terminal in Yaphank, Suffolk County, will be expanded to include a 500,000 square foot refrigerated warehouse and a multi-modal facility to increase freight transportation capacity on and off Long Island.

This project will have positive impacts on the region's infrastructure, industries, and environment.

Wyandanch Rising

Leveraged by a decade of town, State, and federal investments in land acquisition, sewer, and other infrastructure improvements, the Town of Babylon has attracted a \$500 million private sector, mixed-use development project to address Suffolk County's most distressed community. The project will transform the area into a vibrant, stable and sustainable downtown.

Wincoram Commons

This smart growth, public-private partnership will revive a blighted and deteriorated site in Coram, Suffolk County. Redevelopment will replace a vacant movie theatre with a mixed-use, transit-oriented development featuring multi-family rental housing and retail, a pedestrian-oriented design, and vibrant community life. State and federal funding will provide critical infrastructure improvements, including a sewer, and leverage \$25 million in private investment.

Village of Hempstead

The ongoing repair and replacement of aging, deteriorated sewer pipe in a severely distressed low income community in Nassau County is essential to attracting a major redevelopment project involving \$2 billion in private sector investment.

Long Island

Commercial Fishing Infrastructure Improvements

Deteriorated fishing port infrastructure hampers survival of this important east end industry. Public and privately funded improvements are critical to the continued viability of commercial fishing at the State's largest fishing port in Montauk, Suffolk County.

SheltAir at Republic Airport

New infrastructure, as well as critical upgrades and expanded facilities provided by the private fixed based operator, will boost the appeal and job-creating ability at one of the region's major general aviation airports

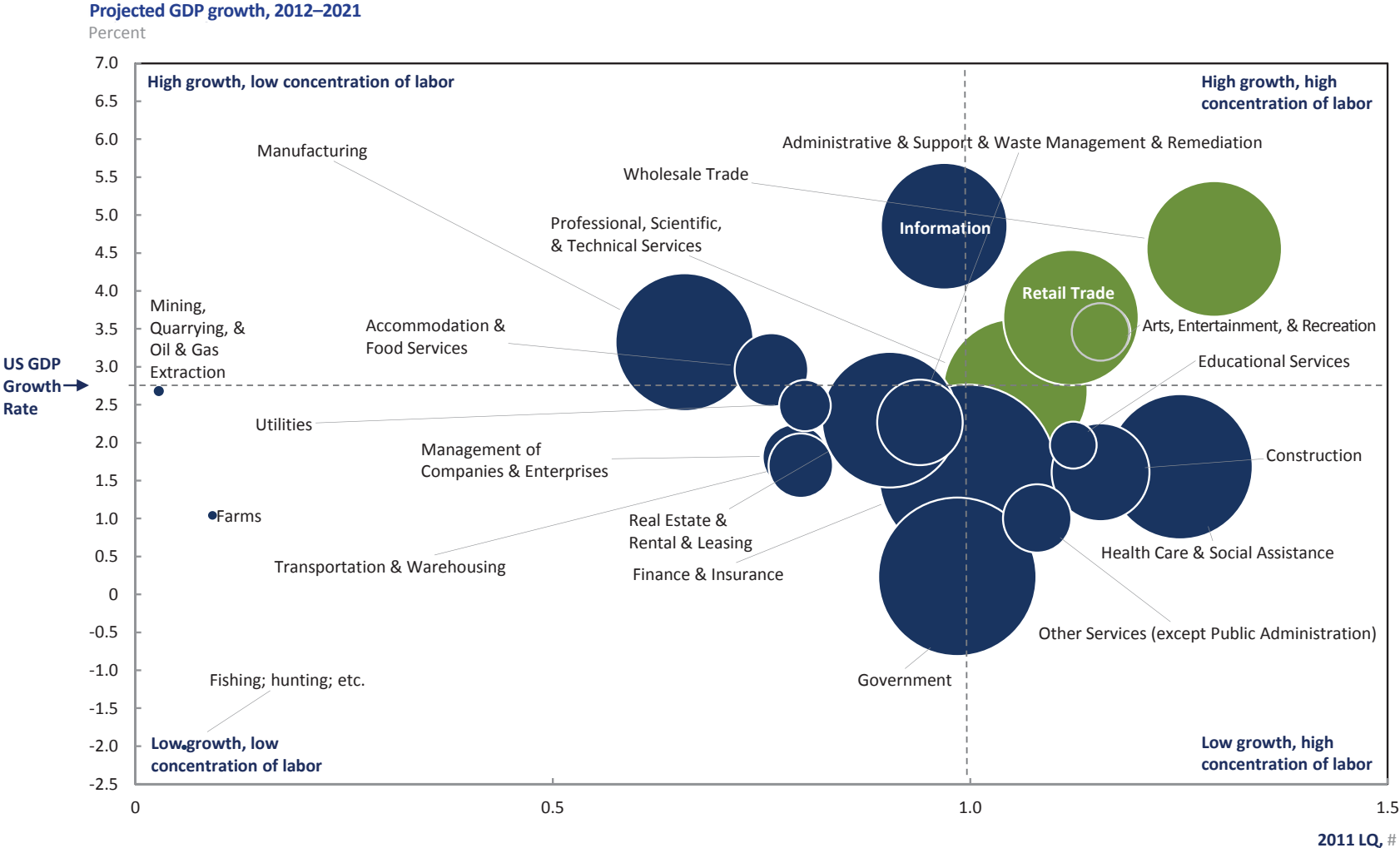
and address demand for industrial, warehouse, and distribution facilities proximate to the airport. Aviation on Long Island is not only part of the region's proud heritage but also a significant job generator. High wage positions in aviation-related businesses on the airport and the critically important secondary jobs related to this investment are measurable and important. A major investment to improve aviation amenities at Republic Airport, along the Route 110 corridor in Suffolk County, is impactful to the thousands of business executives that visit Long Island and to the many executives who maintain corporate aircraft at the facility.



Long Island

Regional Economy

○ Size of bubble= 2011 GDP

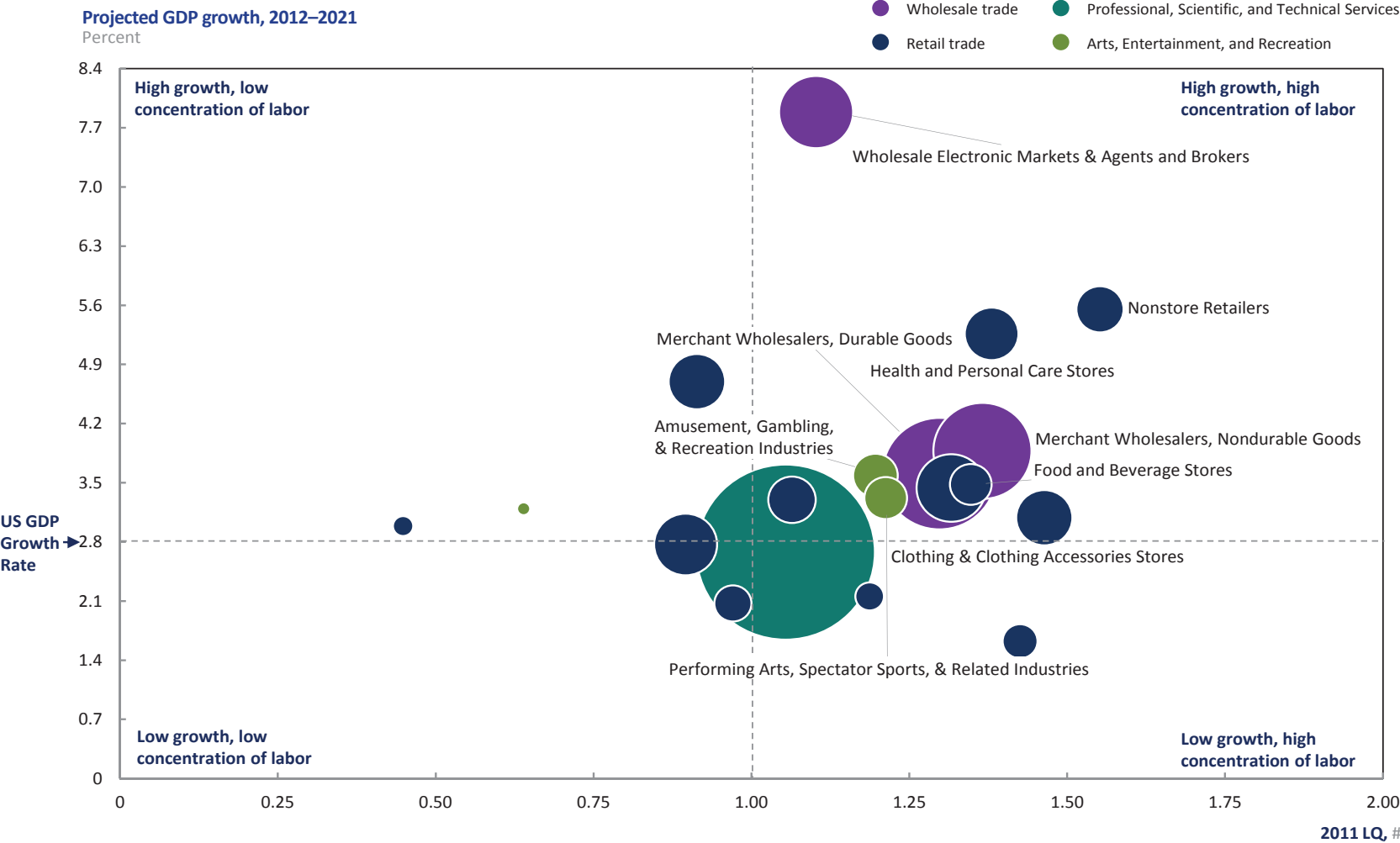


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Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.

Long Island

Focus on Wholesale Trade; Retail Trade; Professional, Scientific and Technical Services; and Arts, Entertainment, and Recreation



Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.





Mid-Hudson

The Mid-Hudson Region's strategic plan offers a focused vision for the region's future, with four core strategies and four supporting strategies. The plan resulted from the Mid-Hudson Regional Economic Development Council acting decisively on the guidance it received from stakeholders and State reviewers. The Council streamlined the 15 goals in its original strategic plan, evaluated the first stages of implementation, developed a pipeline of priority projects that can begin to transform the region, and sharpened its vision for the region's 21st century growth. The results are presented here:

Core Strategies Create Jobs in Targeted Industry Sectors

- **Invest in Technology:** Strengthen the region's capacity for future growth with targeted job creation investments in the region's key industry-clusters: biotech, biomedical, and healthcare; advanced manufacturing; and information technology. These clusters are pivotal to advance New York's 21st century economy.
- **Attract and Retain Mature Industries:** Undertake initiatives to retain and stimulate more mature industries such as distribution, financial and professional services, and corporate food and beverage, as these sectors represent large, vital anchor employers in the Mid-Hudson economy.
- **Grow Natural Resource Related Sectors:** Leverage the region's outstanding natural resources, including its unique location between the Hudson River, Delaware River, and Long Island Sound, to sustain and promote waterfront development and industries including agriculture, tourism, artisanal food and beverage, and recreation that preserve the region's excellent quality of life. 79.3%

of the region's capital investments in the Statewide Capital Plan, approximately \$10.99 billion, are in the transportation sector.

- **Revitalize the Region's Infrastructure:** Support building projects that improve key regional infrastructure to make the region more business-ready, foster housing investment to create construction jobs and more housing supply, and support the revitalization of our urban centers as engines of regional prosperity. The Statewide Capital Plan makes \$519 million in environment sector commitments, approximately 3.7% of the region's investments.

Supporting Strategies Promote Growth in All Industry Sectors

- **ENHANCE** the region's workforce development initiatives through its colleges and universities, One-Stop Career Centers, Boards of Cooperative Educational Services, school systems, public libraries and library systems, and childcare system. Support investments that build long-term strategies for growth and youth retention, as well as short-term responses to emerging needs. This includes \$926 million (6.7%) of capital investment commitments in the education sector.
- **PROMOTE** entrepreneurship, start-ups, small businesses, and minority- and women-owned business enterprises through a variety of measures that will make it easier to access public- and private-sector resources for capital, workforce training, and business and technical consulting.
- **MAKE** the region and New York State more business friendly through a legislative agenda that considers tax and administrative policy initiatives to ensure businesses locate and stay in the region.

Mid-Hudson

- **ENSURE** public-private support and collaboration, including inter-regional partnerships that leverage cross-region resources, to ensure implementation of the regional strategic plan, the forthcoming Mid-Hudson Regional Sustainability Plan, and consideration of new opportunities.

As noted, infrastructure is of critical importance to the Mid-Hudson Region. The Mid-Hudson Region has the fastest growing population in New York State, alongside New York City. While the region has well-developed infrastructure, much of it is old and in need of repair. This core strategy recognizes the need to upgrade the region's infrastructure and housing stock, and build on momentum to make its urban centers more attractive as places to live, work, and shop, and to direct new development into priority growth centers supported by transit. The strategy also recognizes the potential of such revitalization programs to create short-term construction jobs and, through improvements to the region's physical stock, spur long-term economic vitality. The Statewide Capital Plan identifies \$582 million (4.2%) of commitments in the social services and public health sector, \$171 million (1.2%) in the energy sector, and \$659 million (4.8%) for public safety.

Some 13% of the Mid-Hudson workers are employed in construction, representing just under 40,000 individuals. Providing support for revitalizing the region's infrastructure helps keep these workers employed and helps stimulate the region's economy. The region's strategic plan specifically noted the Tappan Zee Bridge as one of two anchor transportation infrastructure projects (the other being Stewart International Airport) that required attention, and recommended the Tappan Zee Bridge's replacement. This critical project is now moving

forward after 10 years of indecision and government dysfunction.

The replacement of the Tappan Zee Bridge offers enormous potential for economic and job growth for the region, while underscoring the region's aging infrastructure, housing stock, and urban centers that grow around industrial development in the 19th and 20th centuries.

Infrastructure Projects that Support the Strategy

In addition to the Tappan Zee Bridge replacement, there are a number of key infrastructure projects that can have a significant impact on implementing the plans set out above. These include:

Construction of Narrowsburg Big Eddy Esplanade

The Town of Tusten, Sullivan County, will construct the Big Eddy Esplanade along the Delaware River in the Hamlet of Narrowsburg. The project will restore and stabilize the riverbank and construct an esplanade pathway overlooking the river, connecting two access points from Main Street, and a pathway from Main Street to the river's edge. This waterfront development will reclaim and rehabilitate the shoreline and provide easy public access to the area's most valuable resource, the Delaware River, enhancing tourism, recreation, and other aspects of the local economy.

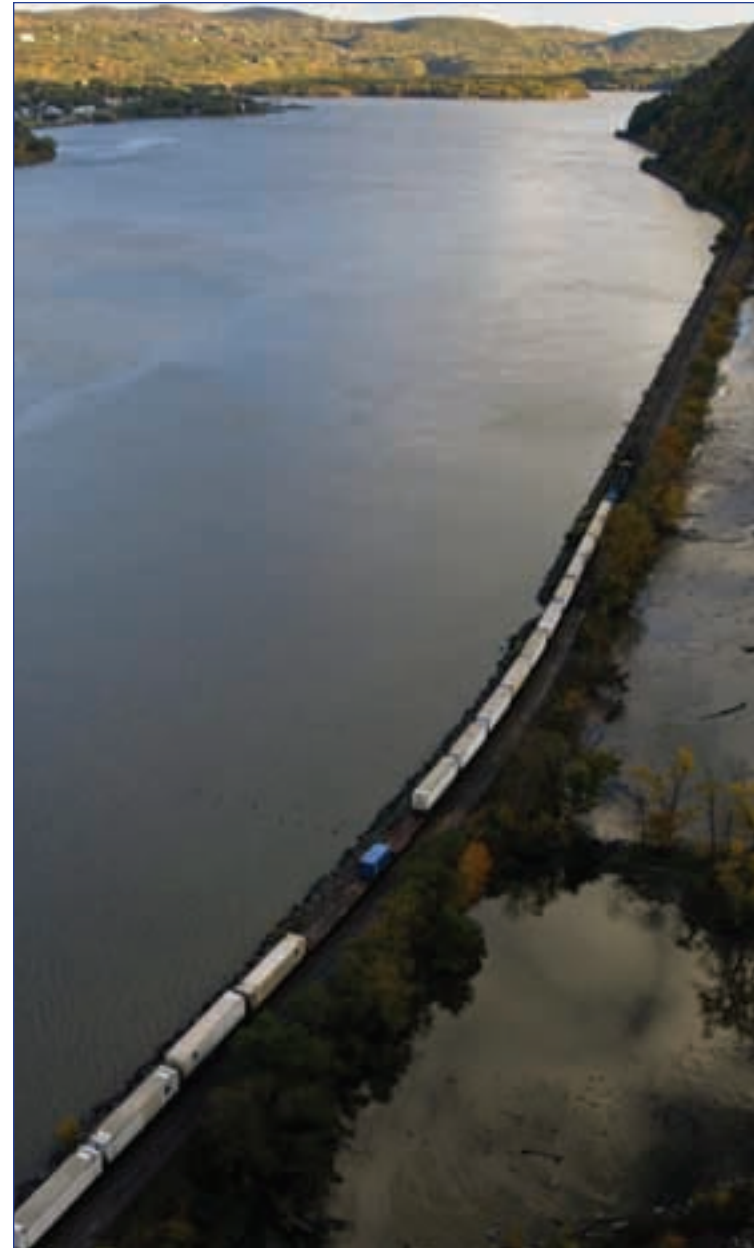
Public School 6 Brownfield Redevelopment

This community renewal project in the City of Yonkers includes the demolition of a dilapidated, vacant, city-owned school. The brownfield site will be cleaned up and redeveloped into two mid-rise residential buildings containing 121 family and senior affordable housing units. The project is aligned with the region's core strategy to revitalize its infrastructure, as discussed above. The State has provided the project with substantial funding through the Regional Economic Development Council Awards.

Mid-Hudson

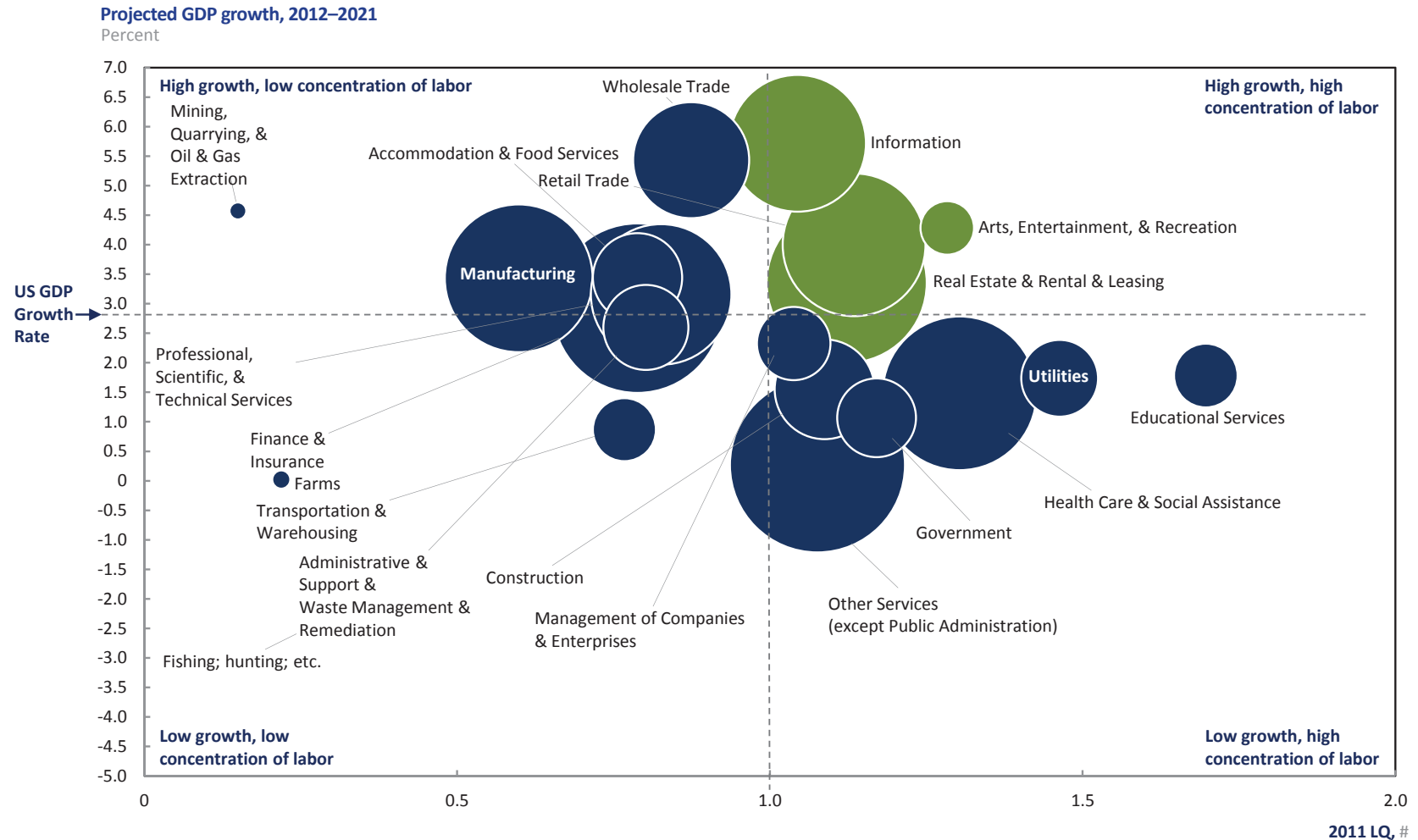
Matrix Distribution Park

This project supports the private development of a 69-acre tract of land in the Town of Newburgh, Orange County, into a state-of-the-art, 500,000 square foot warehouse and distribution facility. Adjacent to Stewart International Airport and at the intersection of two interstate and one State highway, the facility is expected to attract a Fortune-500-caliber company.



Regional Economy

○ Size of bubble= 2011 GDP

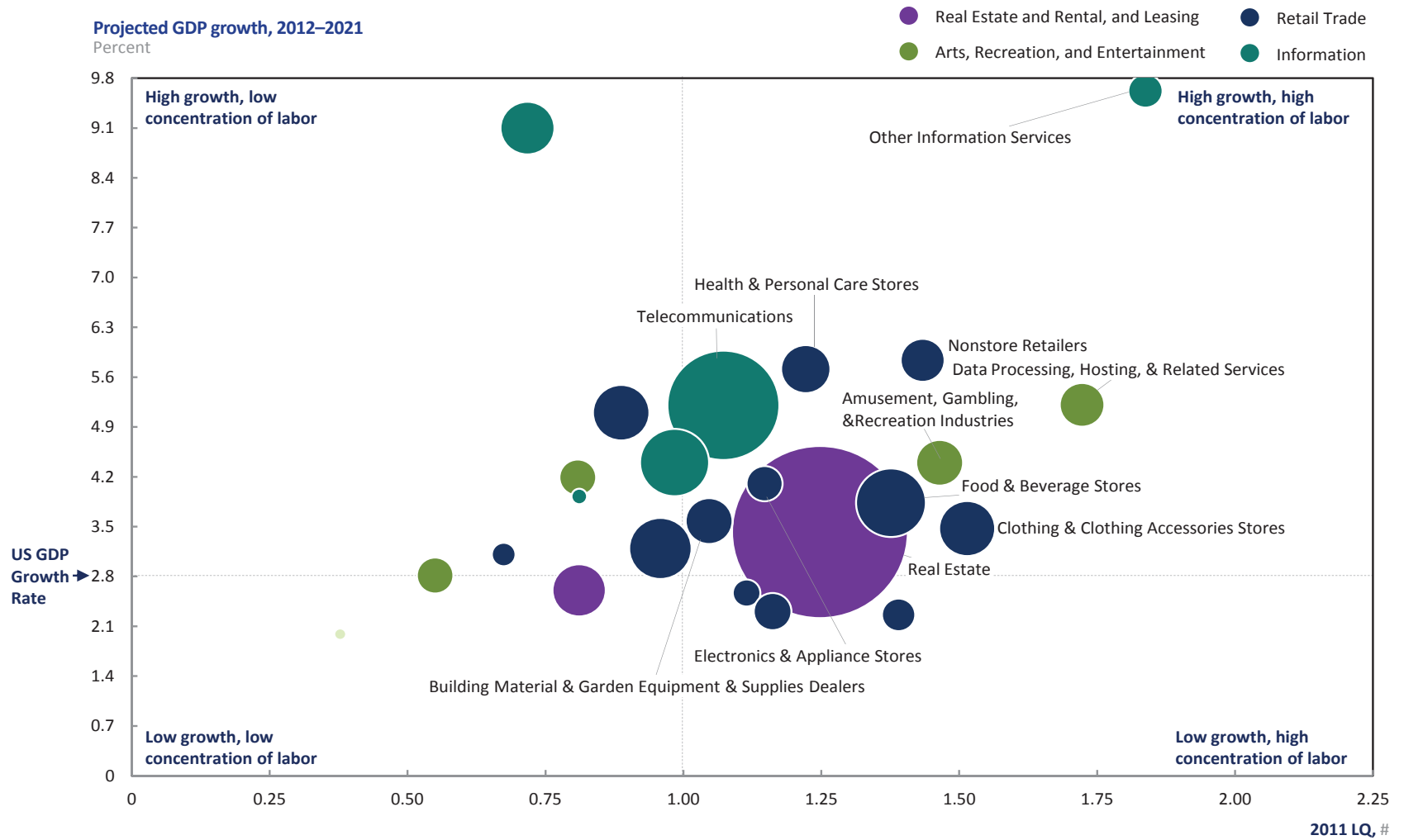


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Focus on Real Estate; Retail Trade; Arts, Recreation, and Entertainment; and Information

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Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.



Mohawk Valley

The diversity of the Mohawk Valley's economic base has helped to endure decades of wrenching structural change in local, State, national, and global economies. Given its current assets and its growing strengths, the Mohawk Valley will couple research and development with advanced manufacturing opportunities to generate transformational benefits for the inhabitants of the region's six counties, as well as for its neighboring regions. Its strategic plan embodies five major policies:

- **Enhance Regional Concentrations:** Stimulate growth from within and add to that growth by attracting new technologies and industries to the Mohawk Valley.
- **Workforce Alignment and Education:** Cultivate and produce the workers and talent base needed to support an economy increasingly centered on innovation and entrepreneurialism.
- **Innovation Enabling Infrastructure:** Create and grow connections and nurture ideas that will encourage new products, services, and technologies; develop new approaches to organizing work; devise new business investment models to attract investment; and foster a culture of entrepreneurialism.
- **Increase Spatial Efficiency:** Ensure that the region's built infrastructure reduce and minimize costs for businesses, inhabitants, and their governments, while contributing to energy efficiency and sustainability. The Statewide Capital Plan identifies \$3.09 billion in transportation investments, \$162 million in energy investments, and \$119 million in environment investments, representing 70.3%, 3.7%, and 2.7%, respectively, of the region's capital commitments.

- **Strengthen Government and Civic Effectiveness:** Make government leaner and more efficient; ensure that civic institutions nurture a climate that will promote entrepreneurship; incorporate the ideas of the region's enabled workforce; and attract private capital and business activity.

The strategic plan uses these five policies as a roadmap to capitalizing on a number of regional economic opportunities identified by the Mohawk Valley Regional Economic Development Council:

- **Semiconductor and Nanotechnology Industries:** Invest in the continued expansion of these advanced technology industries, including through the development of the Marcy NanoCenter business park and the Computer Chip Commercialization Center at the SUNY Institute of Technology.
- **Higher Education:** Draw on the region's outstanding institutions of higher learning to support regional strategies for research and development and for workforce development that supports economic development. Education sector commitments total \$717 million, approximately 16.3% of the region's investments.
- **Information Technology and Cyber Security:** Leverage economic development opportunities from the Air Force Research Laboratory in Rome and elsewhere to build an innovation economy with information technology and cyber security at its core.
- **Professional Services:** Position the Mohawk Valley to attract additional growth from the finance, insurance, and banking back office operations to take advantage of the region's productive and affordable labor force.

Mohawk Valley

- **Rural Resources:** Strengthen and expand economic opportunities in rural communities through new investments in farming, agribusiness, food processing, and renewable energy (including biomass, cellulosic ethanol, and forestry products).

The Statewide Capital Plan also includes \$143 million (3.2%) of public safety sector investments in the region, and \$143 million (3.2%) of social services and public health sector investments.

Infrastructure Projects that Support the Strategies

There are a number of infrastructure projects that can have a significant impact on implementing the plans set out above. These include:

Marcy NanoCenter at SUNY Institute of Technology

Attracting large-scale, high-technology manufacturing to the Mohawk Valley will be transformational for the region and the State, and will create thousands of well-paying new jobs. Developing the 400-acre Marcy NanoCenter business park site to shovel-ready status is one of the region's highest priorities. This project is tied to New York State's investment in building a global technology hub centered on the semiconductor and nano-electronic industries, as well as on clean technology initiatives, such as light-emitting diode (LED) and photovoltaic research and development manufacturing. New York State's \$5 million investment in this critical \$11.5 million infrastructure upgrade will enable increased sewage capacity needed to accommodate the manufacturing activity projected to occur at the Marcy NanoCenter site. A separate \$5 million State investment will

assist in the construction of a loop road on the site and the relocation of a significant utility transmission line.

Griffiss International Airport

This project includes the design and construction of a 3,500 square foot United States Customs and Border Patrol (CBP) facility at Griffiss International Airport in Rome. Griffiss International Airport has the only functioning large jet maintenance and repair operation in upstate New York and is successfully competing in the international marketplace as a key provider of these services. The facility will permit CBP clearance of aircraft crews arriving from international locations. The facility is critical to the retention and growth of the three largest airport tenants.

Gloversville-Johnstown Wastewater Treatment Facility

The cities of Gloversville and Johnstown are making \$4.5 million worth of improvements to their wastewater treatment facility. This project is essential to facilitating the near doubling of the Fage USA Dairy Greek-style yogurt manufacturing facility in Fulton County. The Fage expansion project is estimated at \$150 million and will create at least 100 permanent full-time jobs in an area of the region that has experience high unemployment. Fage's dramatic growth has also had a very positive impact on the State's dairy industry.

City of Utica City Center Sewer Improvement

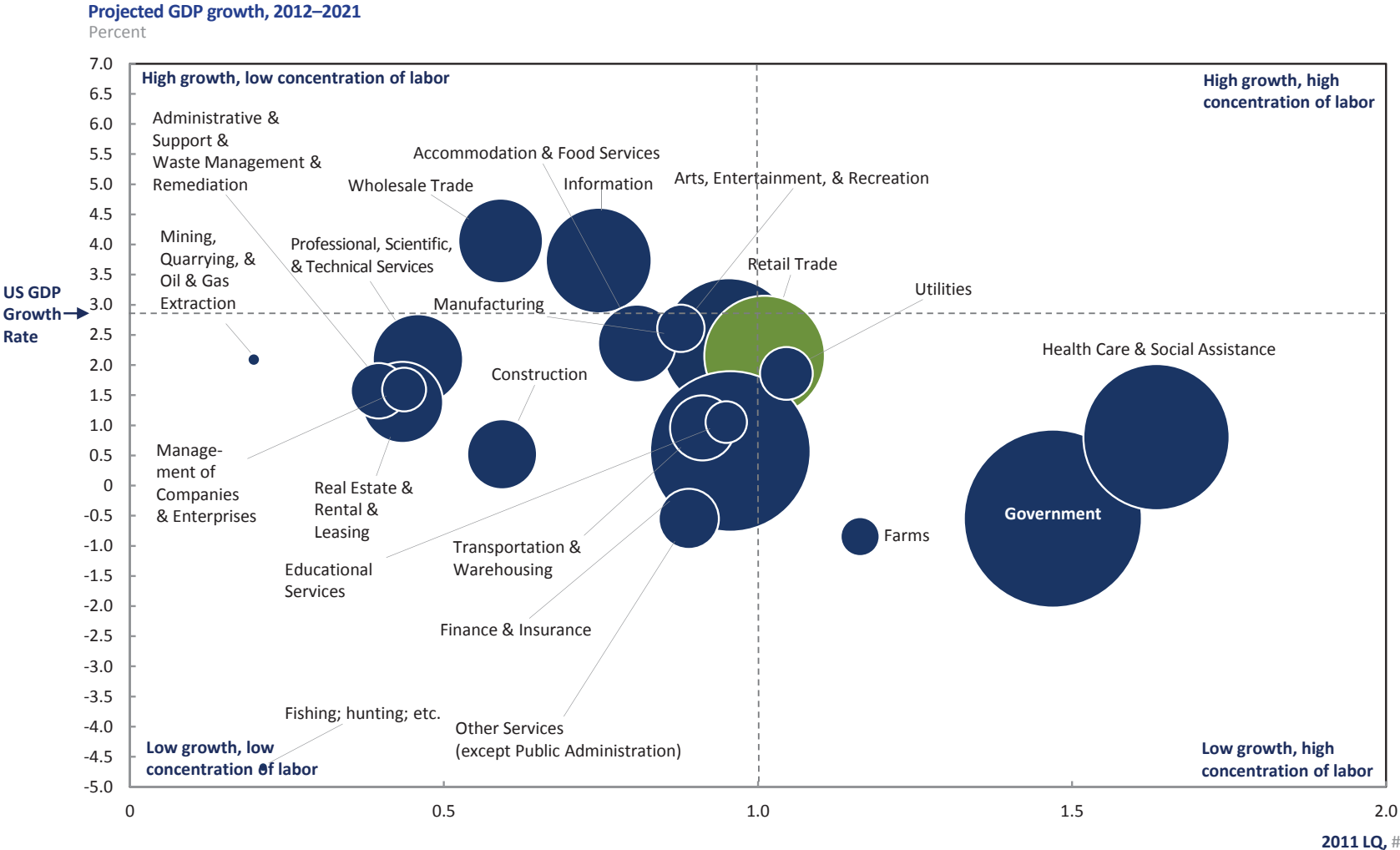
The City of Utica's wastewater is directed to the Oneida County Water Pollution Control Plant, which also serves numerous other towns and villages in the vicinity. The treatment plant's ability to accept flows is limited to the extent that wet weather causes untreated overflows to

Mohawk Valley

enter the Mohawk River. Because the Utica section of the Mohawk River is on a list of impaired bodies of water, the control and remedy of this problem is a federal and State environmental priority. Until it is adequately addressed, economic development in the region is also inhibited. This regional priority project involves the design and construction of improvements to the city's existing combined sewer system. This will contribute toward eventual resolution of the overflow problem. It will also complement a streetscape-boulevard project proposed for the city's main thoroughfare, Genesee Street.

Regional Economy

○ Size of bubble= 2011 GDP

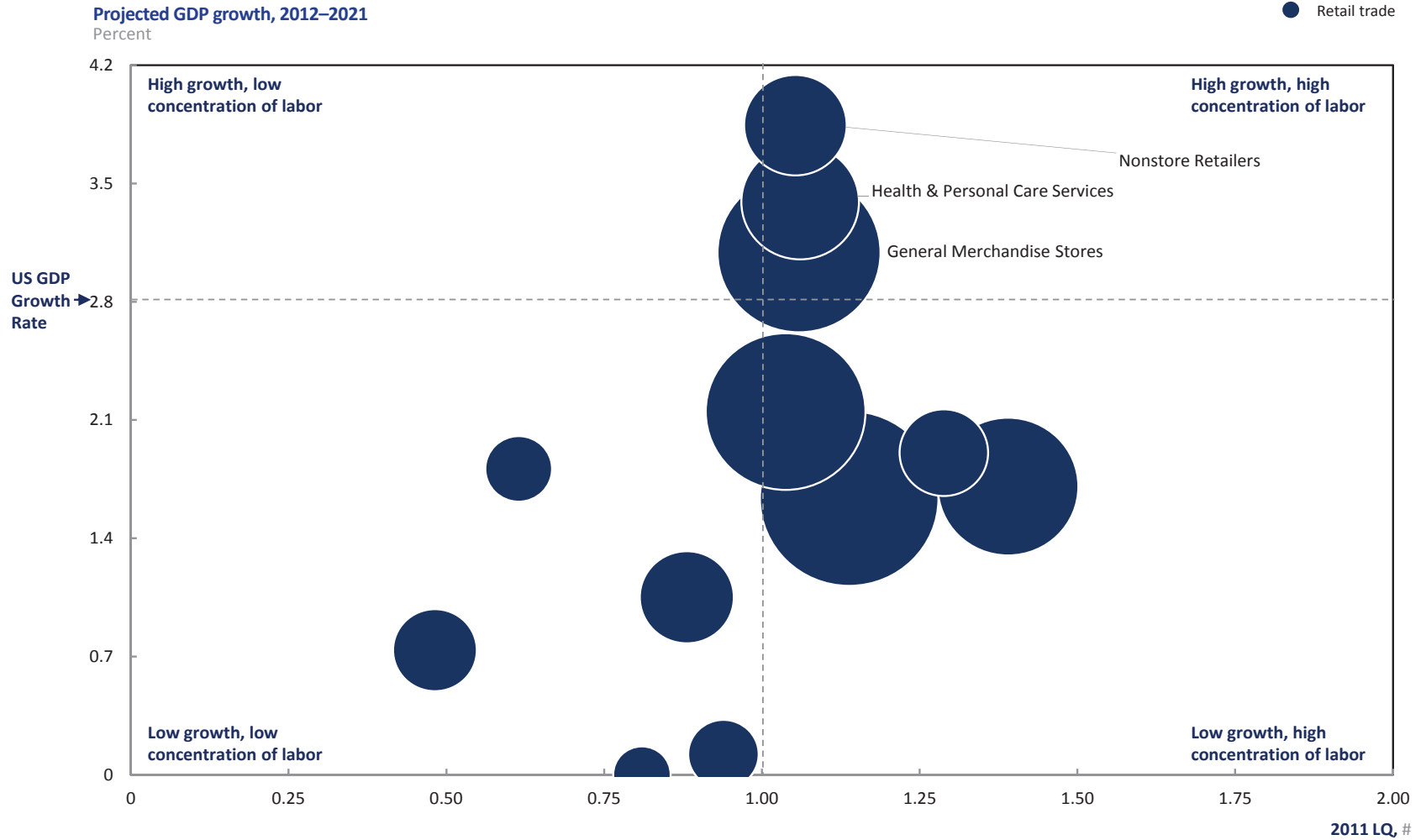


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○ Size of bubble = 2011 GDP

Focus on Real Estate; Retail Trade; Arts, Recreation, and Entertainment; and Information



Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.



New York City

New York City's strategic plan is driven by the city's outsized role in the State economy, its increasing global competition, and the significant opportunities that exist to leverage its unique assets in the 21st century innovation economy.

The plan is focused on accelerating economic growth and job creation by building on New York City's many strengths, while ensuring that economically distressed communities and populations have greater opportunities to participate in the benefits of growth. The plan seeks to reinforce the prominent industries and large institutions that anchor the city's economy, and to foster collaboration with other regions across the State to build new industry clusters in growth sectors of the innovation economy. The region's economic development strategy has four pillars:

- **Improve Quality of Life:** New York City's deep and diverse talent pool is the key asset for attracting, retaining, and growing businesses, jobs, and entrepreneurial activity. This pool is sustained and replenished by providing residents with a highly livable, safe, and comfortable environment and a range of lifestyle assets to enjoy. The region has \$1.85 billion in environment sector commitments in the Statewide Capital Plan, approximately 2.2% of the region's investments.
- **Create a Pro-Growth, Pro-Jobs Environment:** It is necessary both to modernize regulatory burdens, reduce costs of doing business, and mobilize support for small businesses and strategically important industries, and to bring the innovation economy to all five boroughs, in partnership with universities, workforce development initiatives and private investors. Development project sector investments in the region total \$893 million, 1.1% of the region's total.

- **Invest in the Future:** Continued economic growth and creating a more inclusive economy require a major new commitment of public and private investment in the modernization and expansion of the region's infrastructure; additional affordable housing and maintenance of the city's current inventory of government-assisted housing; new or modernized facilities to accommodate evolving commercial and manufacturing uses, a more diversified energy generation and distribution system, and more efficient distribution networks for goods and food; and human capital development. 75.1% of the region's capital commitments in the Statewide Capital Plan, \$63.45 billion, are devoted to transportation sector investments. The social services and public health sector accounts for an additional 13.5%, or \$11.43 billion.
- **Foster Innovation and Inter-Regional Cooperation:** The city's continued status as a global capital of commerce depends upon its ability to unlock the power of human capital, entrepreneurial spirit, and research university assets throughout New York State to create the industries, businesses, and jobs of the future. The Statewide Capital Plan includes \$6.45 billion in education sector commitments in the region, 7.6% of the region's investments.

Infrastructure Projects that Support the Strategy

There are a number of key infrastructure projects that can have a significant impact on implementing the plans set out above. These include:

New York Container Terminal

New York Container Terminal is working in partnership with New York City and the Port Authority of New York and New Jersey to make an estimated

New York City

\$35 million investment in capital equipment to enhance the competitiveness of the Howland Hook facility, and thereby retain 500 existing jobs.

New York City Wetlands Mitigation Bank

This project will establish a mitigation bank to facilitate waterfront development and restoration of targeted wetlands in New York harbor. New York State is helping to fund a New York City program that will provide seed financing for a design, demolition, remediation, construction, and restoration project at a pilot sites. Public projects are expected to include new ferry landings, waterfront esplanades and open space, upgrades to sewer infrastructure, and rehabilitated roads and bridges. Private projects are expected to include: the development of an industrial warehouse facility on Westchester Creek (Bronx); transport of bulk materials by barge rather than by increased truck traffic on local roads, by a recycling scrap business on Newtown Creek (Queens and Brooklyn); and expansion of ship maintenance and repair operations by a shipyard (Staten Island's North Shore).

REDC Brownfield Cleanup and Development Grants

The City of New York is using State funding to leverage federal and city funds to provide direct grants to fund cleanup activities at a number of brownfield sites in low-income and underserved communities throughout all five boroughs of New York City. The grants will reimburse developers for eligible cleanup costs on projects that will lead to the creation of both construction and new permanent jobs and significant private investment, including commercial development and both market-rate and affordable housing units.

Brooklyn Navy Yard Green Manufacturing Center

This project involves the adaptive reuse of three former World War II-era United States Navy machine shops into a state-of-the-art industrial complex. The resulting Green Manufacturing Center will be a 215,000 square foot multi-tenanted, Leadership in Energy and Environmental Design (LEED) certified facility. Two anchor tenants have already been identified for the building: Crye Precision and Macro Sea's New Lab.

Brooklyn Navy Yard Steiner Studios Media Campus Phase 3

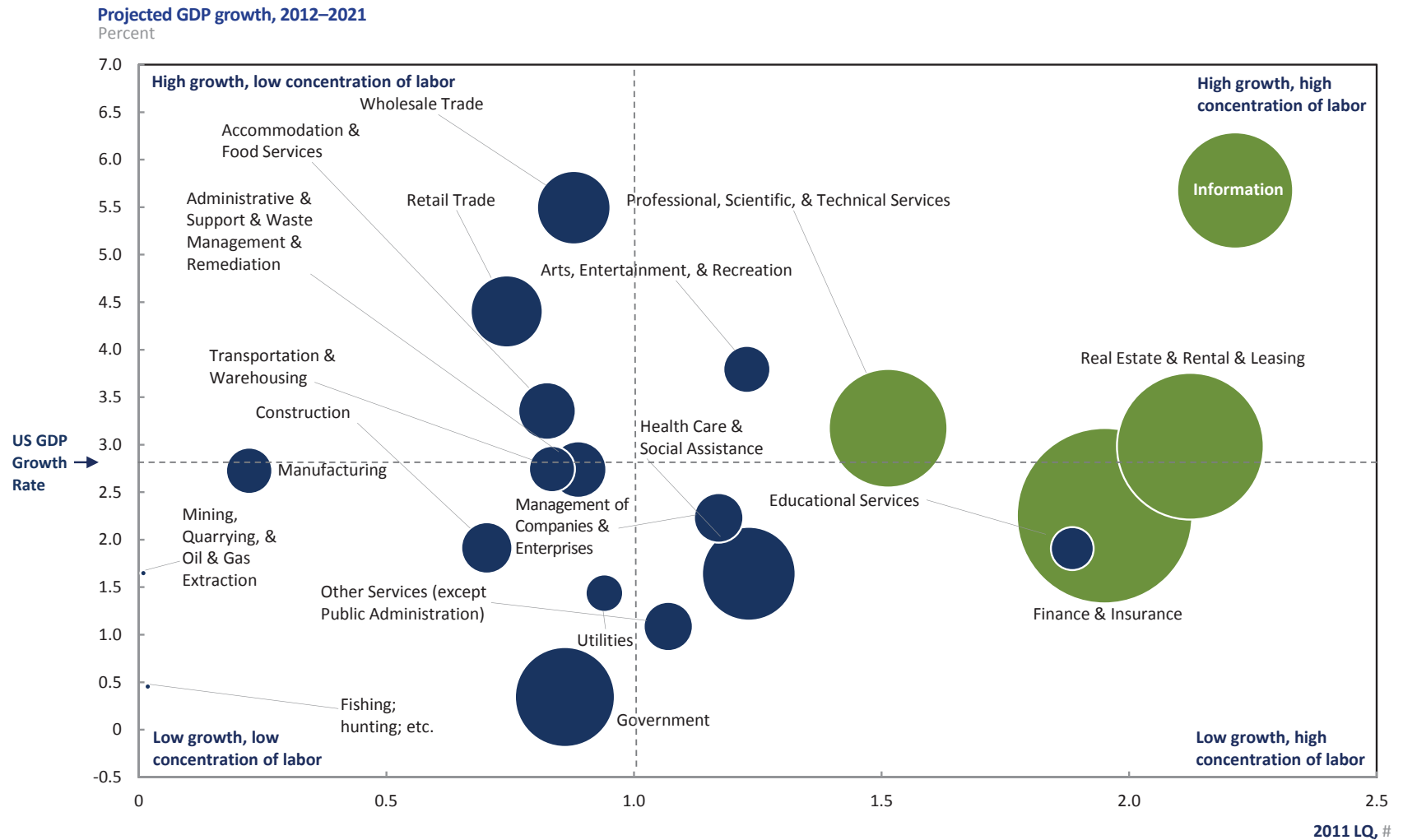
This project includes the construction of nearly 100,000 square feet of new soundstages to meet demand for space in which to shoot television shows and commercials. It will include the first New York City outdoor streetscape backlot. The project also includes site preparation and preconstruction activities that will ultimately enable over 460,000 square feet of new space to be built for academic partners and media companies in renovated historic structures and new buildings. Public funding will provide the necessary water, sewer, gas, and electric infrastructure loop to make site development possible. In addition to Steiner Studios, partners in the project include Brooklyn College-CUNY Graduate School of Cinema, Carnegie Mellon University, Syracuse University and other SUNY colleges. Phases 3, 4, and 5 will leverage every \$1 of public funding with \$9 of private investment and will create thousands of construction and full-time jobs.



New York City

Regional Economy

○ Size of bubble= 2011 GDP

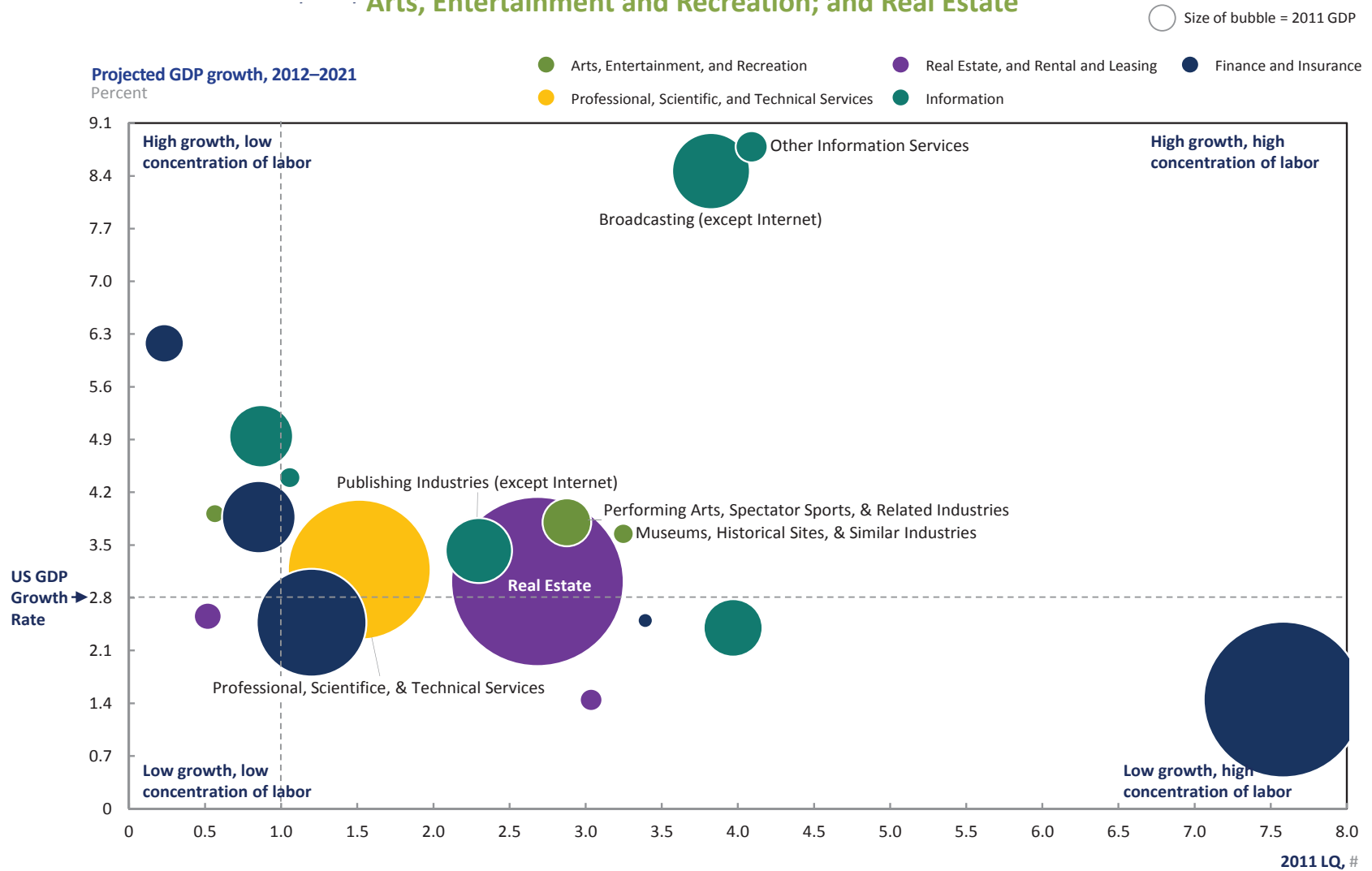


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New York City

Focus on Finance and Insurance; Information; Professional, Scientific and Technical Services; Arts, Entertainment and Recreation; and Real Estate



Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.





North Country

The North Country's strategic plan, "Lead the Economic Renaissance of New York State's Small Cities and Rural Communities," envisions leveraging the region's natural and human capital with State and private investments. Actualizing this vision will create family-sustaining jobs and build an innovative economy, capitalizing on the North Country's abundant natural capital—pristine waters, productive forests and agricultural lands, the splendor of the Adirondacks, and a dynamic international border.

In developing the plan, the North Country Regional Economic Development Council identified 12 key strategies with the broadest and most significant potential for both near-term and long-term impact on the region's economies. The strategies are:

- **Workforce Development:** Develop a strong workforce development system to support the needs of employers in targeted industries using a combination of new and existing worker training initiatives including flexible on-the-job training, certificate programs, apprenticeships, degree programs, and recruitment assistance.
- **Tourism:** Put tools in place to attract private investment in tourism which will drive demand to revitalize and diversify communities and create a climate that will allow entrepreneurs to flourish.
- **Small Business:** Foster development of small business and entrepreneurial activities.
- **Rail:** Preserve and rehabilitate all surviving rail infrastructure in the Adirondacks, including the Adirondack railroad from Remsen to Lake Placid. The Statewide Capital Plan includes \$3.68 billion

in commitments in the transportation sector, reflecting 62.3% of investments in the region.

- **Higher Education:** The North Country's institutions of higher education and research and development will review and implement incentives for collaborative projects, research, and entrepreneurial activity among and between the colleges and universities. \$723 million (12.2%) of education sector investments in the region are identified in the Statewide Capital Plan.
- **Defense:** Address the shortage of rental housing available for soldiers and their families in the Fort Drum area and, in turn, improve the quality of housing options for the community as a whole.
- **Energy Efficiency:** Maximize the North Country's utilization of energy efficiency resources and programs to reduce total housing and energy costs. Energy sector commitments in the Statewide Capital Plan total \$793 million, 13.4% of the region's total.
- **Business Retention and Expansion:** Create a business retention and expansion plan for existing large manufacturers.
- **Clean Energy:** Invest in large and small clean energy businesses.
- **Canadian Connection:** Optimize fluidity at the North Country's U.S.–Canadian border crossings. The relative ease and predictability of the cross-border movement of cars and commercial traffic, as well as trains, boats and energy transmission, is essential to a successful North Country economic future. It is also vital to the North Country's key role as New York State's gateway with Quebec and Ontario, bringing progress and opportunity to the entire State.

North Country

- **Broadband:** Support affordable broadband access throughout the North Country.
- **Agriculture:** Maintain, establish, and expand the presence of storage, processing, and distribution facilities in the region to promote the sale of value-added agricultural products that are sold locally and globally. 6.1% of the region's investment commitments, \$362 million, are in the environment sector.

Infrastructure Projects that Support the Strategy

There are a number of key infrastructure projects that can have a significant impact on implementing the plans set out above. These include:

North Country Telecommunications Loan Fund

This fund will support the last mile build out of telecommunications in Jefferson, Lewis, and St. Lawrence Counties. These improvements and connections are a critical aspect in developing North Country networks and systems, especially in areas with limited or no access, and will bring opportunities for expanded economic growth.

North Country Infrastructure Fund

The North Country Infrastructure Fund will provide resources necessary to implement critical infrastructure projects including water and sewer enhancements. Communities will be able to identify their own priorities that are aligned with the strategic plan and to structure projects to support unique local needs. The objective is to leverage additional funds, attract and retain businesses, and serve existing and new residents and visitors.

Ticonderoga Mill Natural Gas Conversion

This project will convert International Paper's Ticonderoga Mill's power boilers and lime kiln from fuel oil to natural gas, significantly reducing the mill's major operational cost hurdle. The project will improve both the competitive position of the manufacturing facility for the long-term and improve emissions from the plant, critical in the Adirondack region. Together with the additional space resulting from an expansion project, the new equipment will improve efficiency, expand production capacity, and allow the expansion of a new product line. Improving operational efficiency is critical to maintaining employment and corporate longevity in New York State and within the region. This project builds on the North Country REDC's vision to energize the region's micropolitan cities; build on growth in the aerospace, transit equipment, defense, biotech, and manufacturing industries; and create the greenest energy economy in the State.

Newton Falls Rail Rehabilitation

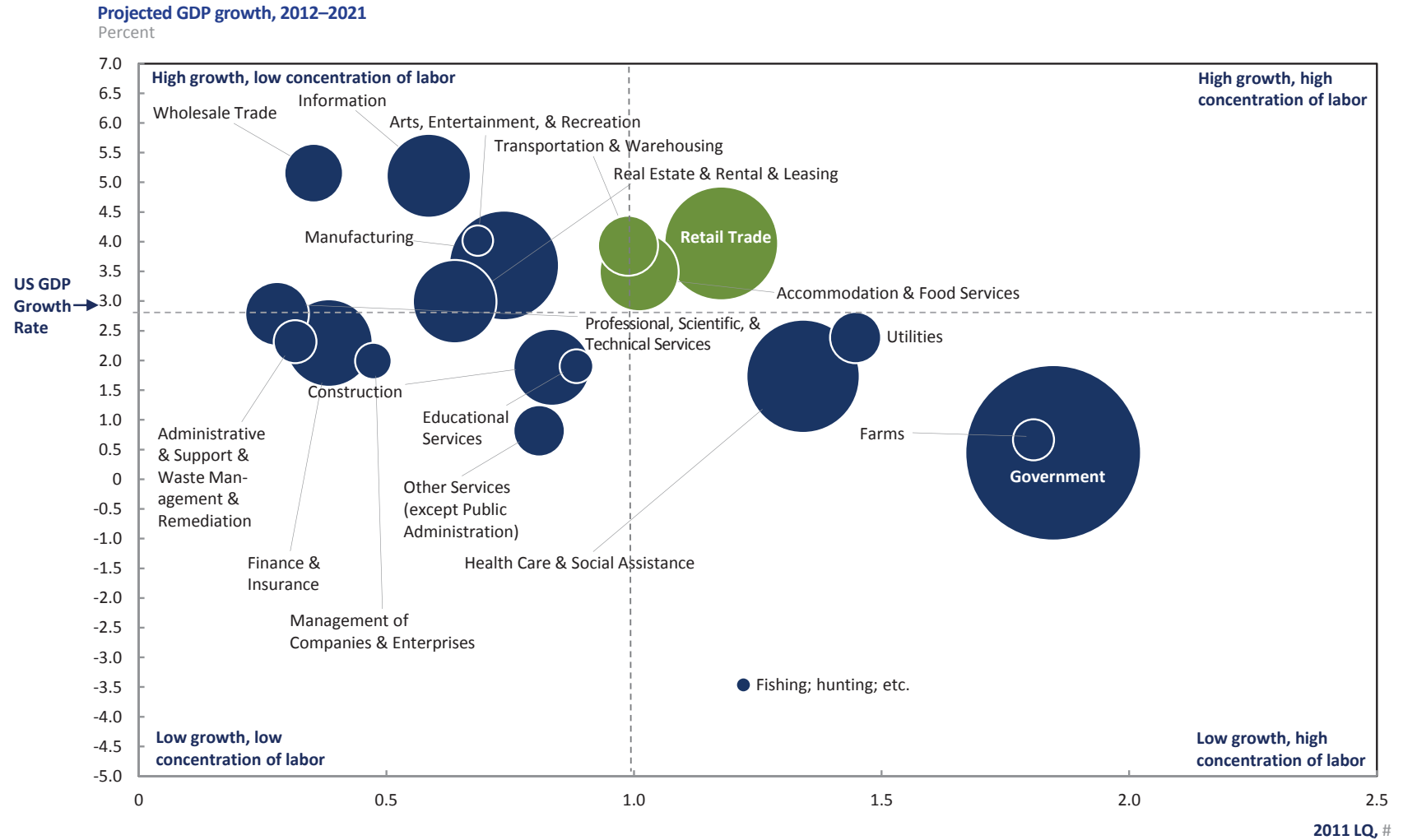
This rail infrastructure rehabilitation project will restore and enhance the most efficient, environmentally-friendly, and reliable form of transportation, at the most cost effective price, and service the paper mill at Newton Falls and operations at Benson Mines, natural resources manufactures, located in the heart of the Adirondack Park. Phase I of the project will reopen 46.25 miles of rail which runs through three counties. Rail holds, for much of the region, the only alternative to cars and trucks over two-lane roads, and it will become increasingly important in terms of energy efficient movement and access for both people and commerce. It remains a key ingredient in diminishing economic isolation and fostering economic development and a key strategy of the region's economic development strategy.



North Country

Regional Economy

○ Size of bubble= 2011 GDP



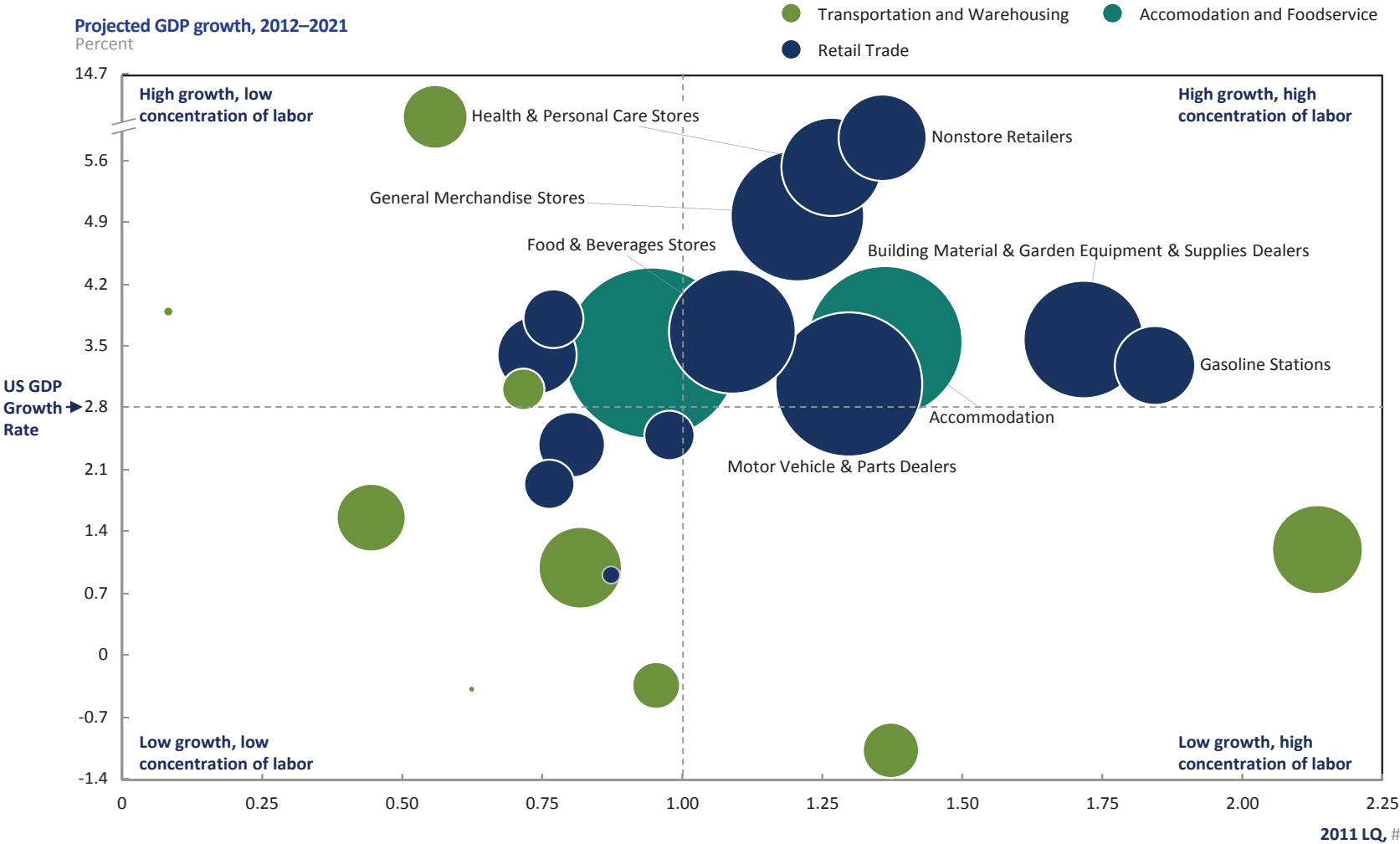
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North Country

Focus on Transportation and Warehousing; Accommodation and Food Service; and Retail Trade

○ Size of bubble = 2011 GDP



Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.



Watkins

INTERNATIONAL



Southern Tier

Building on a strong foundation of existing businesses and higher education institutions, the Southern Tier will use a collaborative approach to leverage its globally competitive advantages to attract talent and investment for the development of industry clusters. The focus will be on increasing the size and prosperity of the region's workforce through new business creation based on high-technology discoveries and other entrepreneurship activities while ensuring healthy communities and protecting the natural beauty and resources of the region.

The Southern Tier Regional Economic Development Council has developed five major strategies to make the Southern Tier's economy "catalytic, collaborative, comprehensive, and competitive" and create jobs:

- **Leader in Energy Efficiency and Renewable Energy Technology:** Optimize use of the region's abundant natural resources, research and technology transfer, academic and business innovation, and training programs to build a thriving energy sector for the benefit of residents, institutions, businesses, and major industrial centers.
- **Transportation Industry...The Next Generation Technology and Advanced Manufacturing:** Become the center of cutting edge transportation technology in North America in the next 20 years, resulting in increased access to markets for products and services developed and/or produced in the Southern Tier.
- **Health Care 2020:** Develop and expand the use of sophisticated diagnostic tools and care methods, together with training of health care providers and technical personnel, to strengthen the health care industry while creating a healthier population and workforce region-wide.

The Statewide Capital Plan contains extensive investment in the region that advances these strategies, including \$3.71 billion of commitments in the transportation sector, \$1.37 billion of commitments in the education sector, and \$251 million of commitments in the social services and public health sector. These investment commitments account for 66.2%, 24.5%, and 4.5%, respectively, of the region's investments.

- **Revitalize the Rural Farm and Forest-based Economy:** Expand and increase the sustainability of agricultural and forestry ventures through product development and promotion, business infrastructure development, and utilization of new technology.
- **Economic Development Backbone:**
 - **Community revitalization:** Revitalize the Southern Tier's downtowns, main streets, and neighborhoods to provide opportunities for smart and sustainable community development and growth, increase tax bases, retain businesses and ancillary economic benefits, and attract and retain talent.
 - **Broadband infrastructure:** Bring state-of-the-art connectivity to the Southern Tier. Uninterrupted broadband service will meet the demand of universities and major business users, fill a critical gap in business recruitment and retention efforts, promote entrepreneurial activities, and allow health care providers to expand services in the most rural areas of the region.

Southern Tier

- **Infrastructure development for shovel ready sites:**
Shovel ready sites will enable the Southern Tier to be more economically competitive, expeditiously respond to opportunities, reduce costs for business development, and more effectively leverage public and private investment.

Infrastructure Projects that Support the Strategy

There are a number of key infrastructure projects that can have a significant impact on implementing the plans set out above.

These include:

Ithaca Commons Infrastructure

The City of Ithaca has received State funding to undertake the complete rehabilitation and reconstruction of the deteriorated surface of the three-block Ithaca Commons and the replacement and upgrades of all of the underground utilities. This is the first phase of the Intermodal Transportation Hub-Accelerating Community Access project to revitalize the Commons, the center of Ithaca, and Tompkins County civic life. With substantial federal, municipal, and private funds, the project includes transit modernization and upgrades, including connecting the downtown Ithaca transit loop to Cornell University and later Ithaca College, a comprehensive redevelop of the Commons, expansion and investment by area business. The project will support existing jobs, grow the regional economy, and provide additional opportunities for businesses.

Infrastructure Fund for Shovel Ready Sites

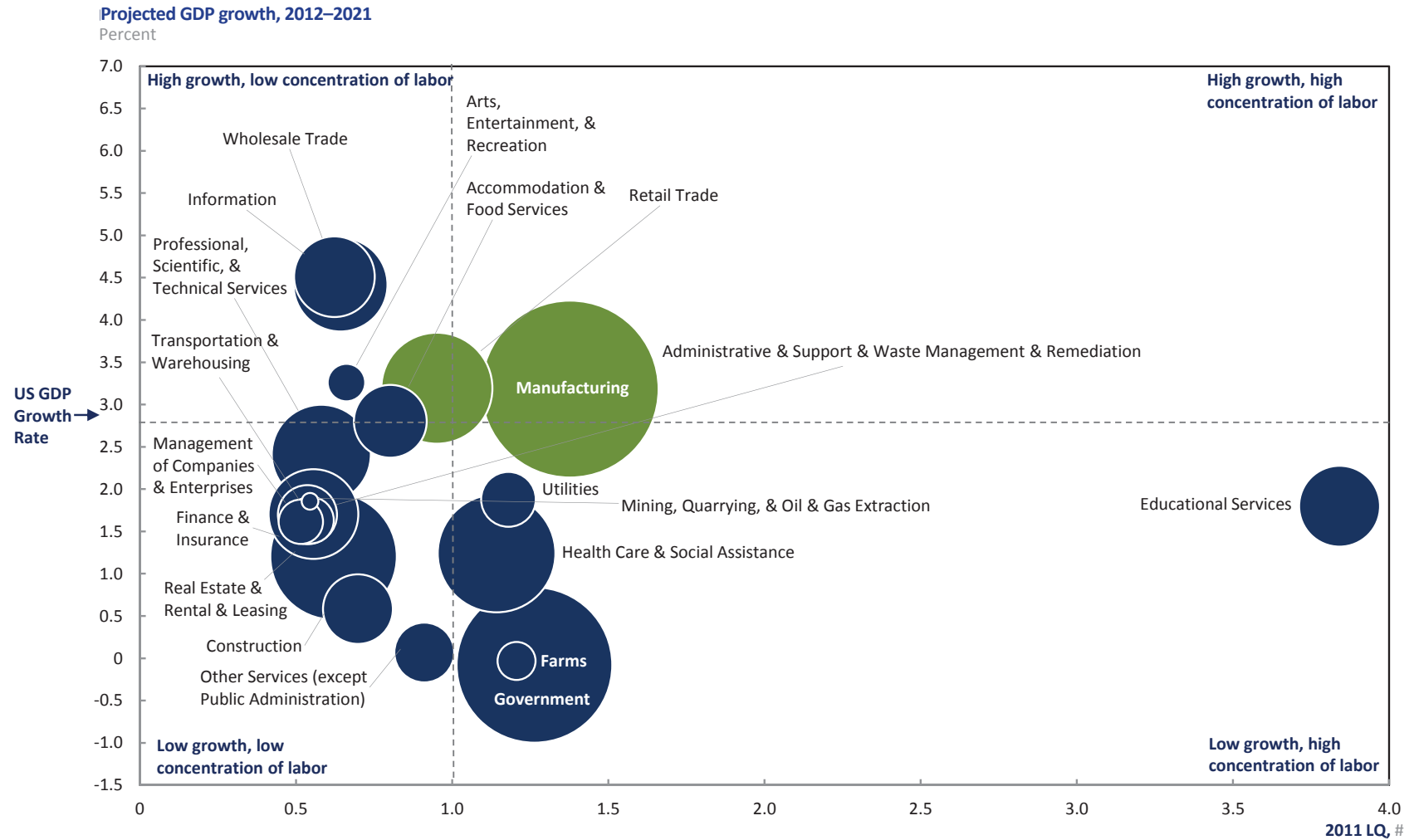
The Southern Tier's Infrastructure Fund for Shovel Ready Sites assists in the development of infrastructure for new shovel ready sites by providing gap financing in the form of loans and leverages financing from other sources, including federal, State, and municipal governments, local development corporations, economic development agencies, and private sector entities. Working with developers to address the limited availability of shovel ready sites throughout the region, the fund increases the Southern Tier's capacity to attract and support businesses and create jobs by lowering the cost of site development.



Southern Tier

Regional Economy

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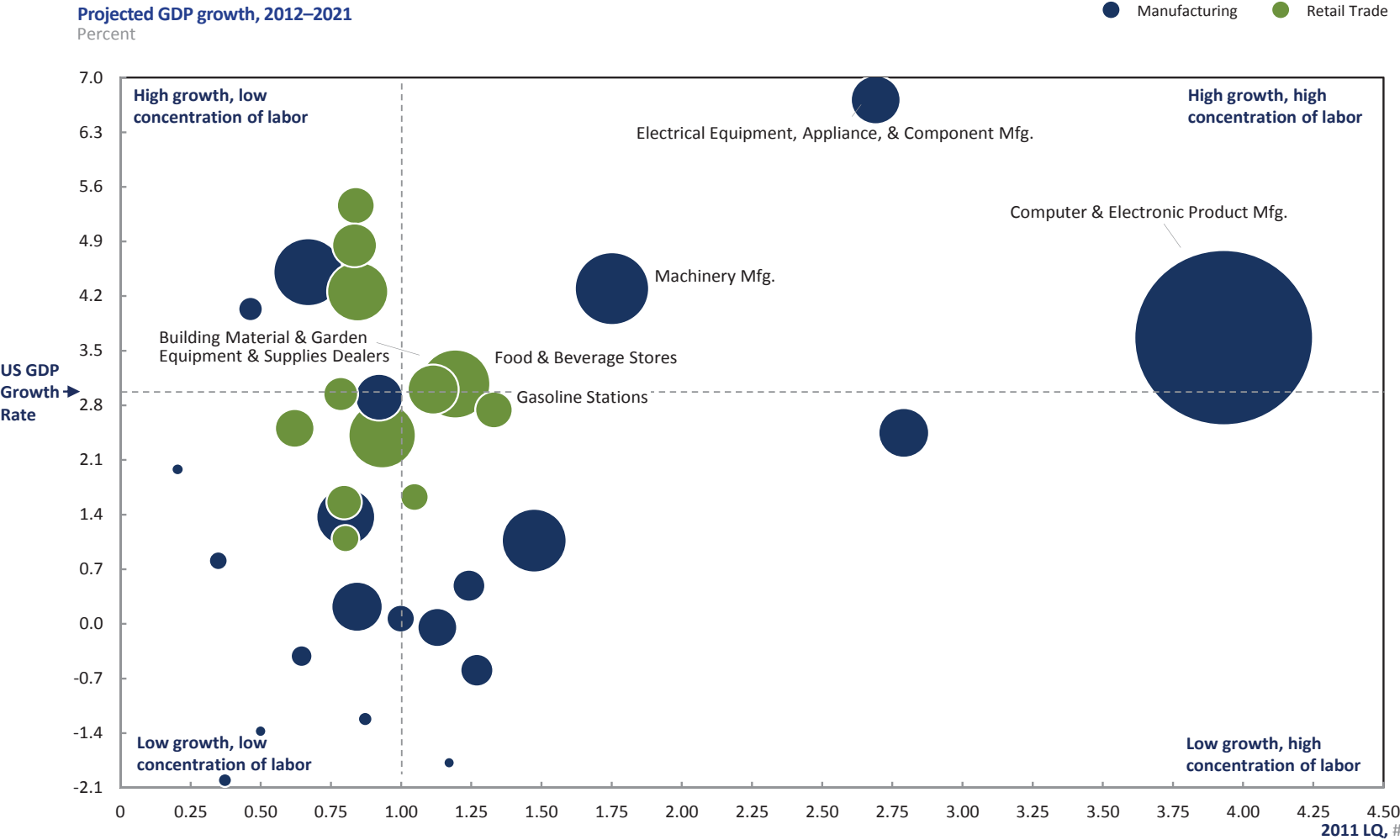


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Southern Tier

Focus on Manufacturing and Retail Trade



Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.





Western New York

The Western New York Region's "A Strategy for Prosperity" creates a roadmap to foster the success of the region's economy by focusing on three fundamental drivers—workforce, infrastructure, and an entrepreneurial culture—and supports key industry sectors where the region can capitalize on its comparative advantages.

With a stronger work force, more efficient infrastructure, and a vibrant culture of entrepreneurship, we can significantly expand the Western New York economy can be expanded significantly:

- **Job Readiness:** Jobs can only be created when they can be filled. Improve the match between education, training, and available jobs in the region by strengthening the connections between the "P-12" system, higher education, and business.
- **Smart Growth:** Sprawling patterns of development have made every city in America more costly and less efficient, especially in Western New York, where sprawl has occurred without growth. Reinvest in urban centers, neighborhoods, and rural villages to conserve energy and make great places; transform brownfields from liabilities into assets; and reduce the cost structure of local government by following smart growth principles in infrastructure planning.
- **Entrepreneurship:** A new "ecosystem" will nurture innovation and risk taking by providing better access to venture capital, grant relief from regulations that can sink a new enterprise, and offer a range of practical services new businesses need.

Western New York will support the growth of its strongest industries:

- **Advanced Manufacturing:** Enhance the region's significant manufacturing strength—industries that produce high technology

goods or use advanced technologies to produce goods—by connecting manufacturers to the research and expertise they need to keep their edge, and by maintaining a highly skilled and well educated workforce. The development projects sector has \$824 million in commitments in the region, or 8.2% of the region's investments identified in the Statewide Capital Plan.

- **Agriculture:** Tap this sector's full potential by spurring innovation in products, processes, and market links through applied research; improving marketing and communicating the value of local food; and making the regulatory process more effective and transparent. The region has \$353 million in environment sector commitments in the Statewide Capital Plan, representing approximately 3.5% of the region's investments.
- **Bi-National Logistics:** Take advantage of the region's strategic position on the U.S.–Canada border by establishing a bi-national logistics hub, developing manufacturing and distribution centers, investing in multi-modal infrastructure, building relationships with Canadian partners, and working to remove regulatory barriers to cross-border trade. The transportation sector accounts for 56.0% of the region's capital investments in the Statewide Capital Plan, totaling \$5.65 billion.
- **Energy:** Make Western New York a global hub for renewable energy by extending the region's renewable energy production beyond hydropower to a broader range of renewables—solar, wind, biomass, and geo-thermal—and strengthening research and manufacturing in this forward-looking sector. \$981 million (9.7%) of the region's capital investment commitments are in the energy sector.

Western New York

- **Health & Life Sciences:** The region has invested heavily in both health care and life sciences, creating a critical mass of health science service, research, and commercialization. Western New York will invest in exploiting the “network effect” to boost more rapid commercialization and job creation. Social services and public health sector commitments in the region total \$226 million (2.2%).
- **Higher Education:** Grow enrollment and market the region as a “college town” to increase the sector’s \$3.2 billion estimated economic impact and continue to produce skilled labor. The Statewide Capital Plan includes \$1.89 billion in education sector commitments in the region, 18.7% of the region’s investments.
- **Professional Services:** Attract firms from high-cost markets by promoting the region’s inventory of competitively-priced space, highly qualified workforce, and superb location as the “Midwestern” end of New York State, with easy access to Detroit and Chicago as well as the Boston–New York City–Washington corridor.
- **Tourism:** Increase the economic impact of the region’s millions of visitors by improving the quality of tourism venues and the visitor infrastructure and ensuring that trained workers are available.

Infrastructure Projects that Support the Strategy

There are a number of key infrastructure projects that can have a significant impact on implementing the plans set out above. These include:

Robert Moses South Reconfiguration

This project will re-connect downtown Niagara Falls to the upper Niagara River. Removing the elevated embankment that blocks views of the river and replacing it with a traffic circle at the John B. Daly Boulevard entrance

into the city will improve pedestrian access to the waterfront. The project will open up over 40 acres of property to more direct access to the river’s edge, making it more valuable for rehabilitation and infill development. It will create more user-friendly pedestrian, bicycle, and transit access while maintaining acceptable levels of service for vehicles.

Cars on Main Street

Automobile traffic was removed from Buffalo’s Main Street in 1982 when the Metro Rail system was built. Metro Rail has benefited downtown and the region but the pedestrian-transit mall limits access to Main Street and contributes to diminished occupancy and development, especially of storefronts. This project will strategically invest in streetscape and infrastructure development to stimulate economic activity, increase multi-modal access options and transit ridership, enhance smart growth, and improve the quality of life in downtown Buffalo. This will be achieved through higher visibility for retail shops, loading zones for shops and residential areas, improvements to existing infrastructure, and increased parking space.

Olean Central Business District

The project includes the redevelopment of the 100–200 block of North Union Street and corresponding streetscapes to improve automobile and pedestrian access to Olean’s Central Business District. The redesign of Union Street will address some of the challenges being faced by downtown Olean by making the area more walkable and people-friendly. The project will increase safety for pedestrians, bicyclists and motorists, reduce storm water infiltration, provide user amenities, and improve the look and feel of the business district. The enhanced streetscape design will greatly improve the visitor experience and make for a more vibrant and livable downtown.

Western New York

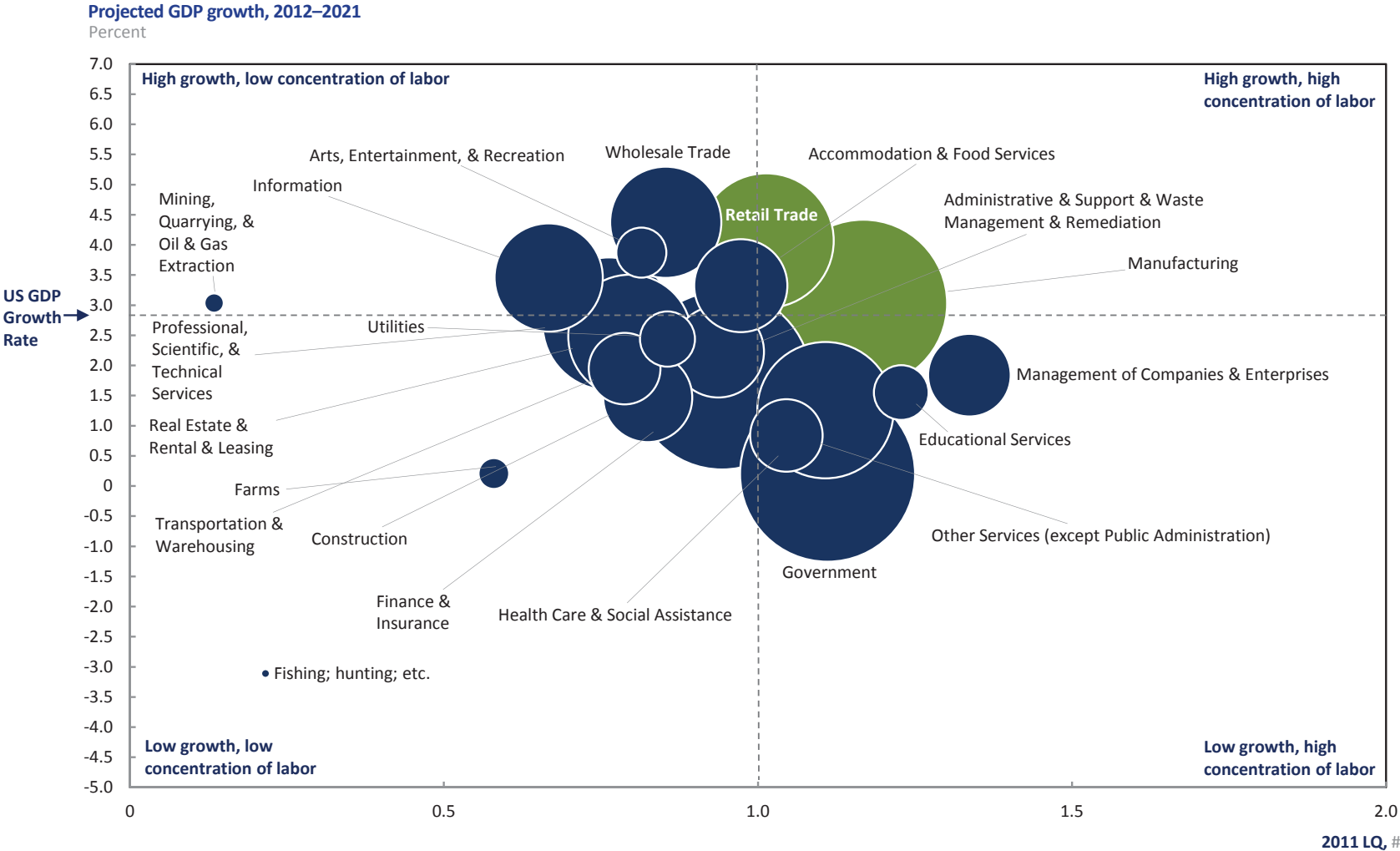
Redevelopment of Significant Brownfields in Key Urban Areas

Western New York has the second highest concentration of remediation sites among the State's 10 regions. Accelerating the redevelopment of brownfields sites will provide more shovel-ready sites in areas already served by infrastructure. Promoting this type of focused redevelopment can enhance smart growth rather than continued greenfield development that contributes to urban sprawl. Reinvestment in these sites in alignment with smart-growth principles will revitalize distressed areas, create jobs, attract investment, and reverse urban decline.



Regional Economy

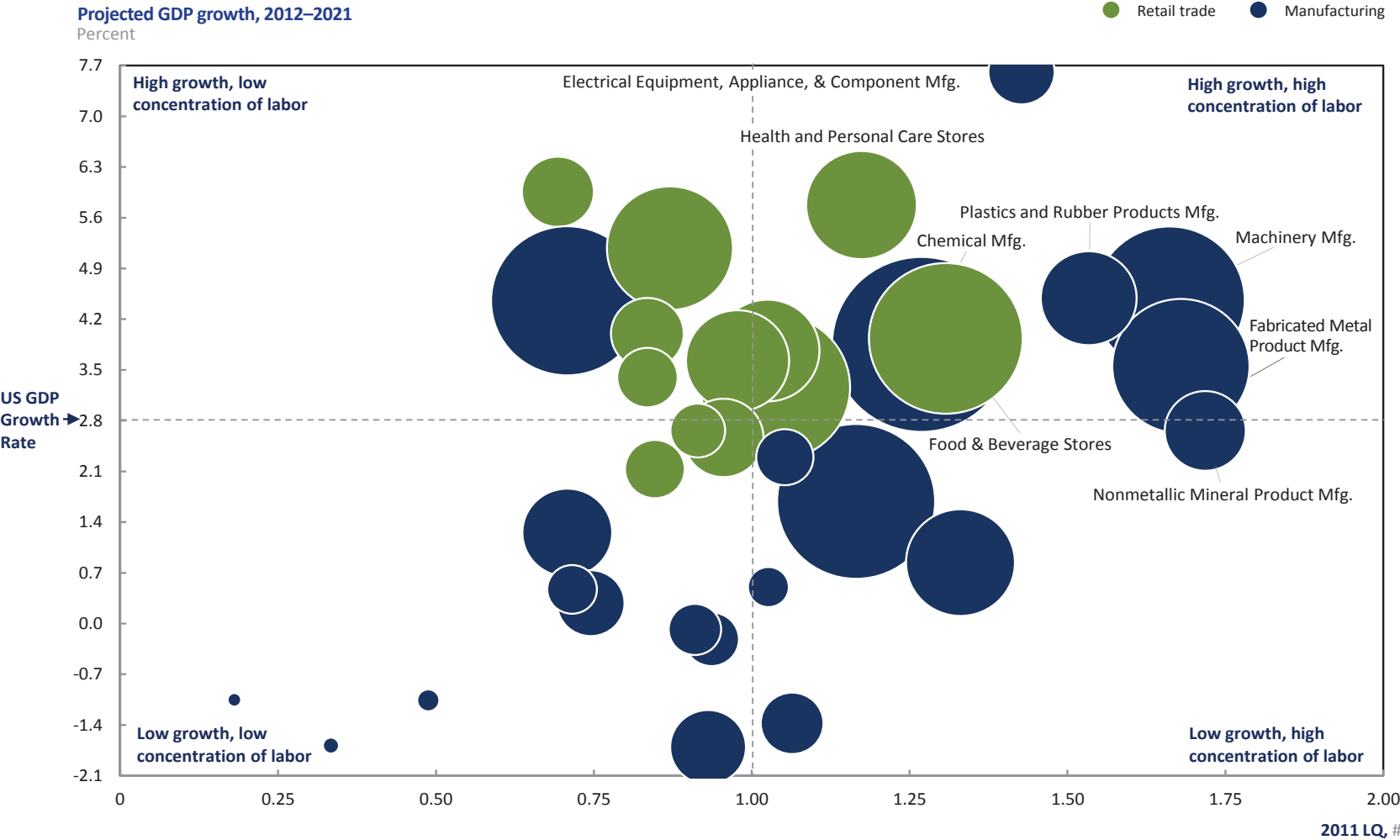
○ Size of bubble= 2011 GDP



Location Quotient (LQ) compares the region's employment concentration with U.S. employment concentration. An LQ value greater than 1.0 signals a greater concentration of industry employment within the region than across the US generally.

Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.

Focus on Manufacturing and Retail Trade



Source: Moody's Analytics; U.S. Department of Labor, Bureau of Labor Statistics; McKinsey & Co. analysis.

Capital Program Financing

Capital Program Financing





Capital Program Financing

Debt is both an essential tool and a precious resource for financing public infrastructure. Financing as strategically and efficiently as possible is essential to the capital investment process. Coordinated, prioritized planning depends on it. New York State's publicly owned infrastructure is extensive and, as the following table shows, so is its borrowing. Governor Cuomo has emphasized fiscal discipline, sound fiscal management, transparency, and accountability. Future iterations of the Statewide Capital Plan will have more extensive discussion of capital program financing.

Capital Program Financing

Certain New York State Debt

As of March 31, 2012 (1)

(amounts in millions)

Type of Debt	Debt Outstanding
I. STATE-SUPPORTED DEBT (2)	
General Obligation Debt	
Economic development and housing	\$ 66
Environment	1,284
Transportation	<u>2,144</u>
Subtotal General Obligation Debt	3,494
Local Government Assistance Corporation	3,119
Other Lease-Purchase and Contractual-Obligation Financing Arrangements	
Transportation:	
Consolidated Highway Improvement Program (CHIPS)	3,817
Dedicated Highway and Bridge Trust Fund	7,566
MTA service contracts	2,005
Other transportation	<u>18</u>
Subtotal Transportation	13,406
Education:	
CUNY educational facilities	4,100
EXCEL school construction	2,077
SUNY dormitory facilities	1,364
SUNY educational facilities	6,852
SUNY upstate community colleges	664
Other education	<u>338</u>
Subtotal Education	15,395
Health and Mental Hygiene:	
Mental health facilities	4,070
Other health and mental hygiene	<u>618</u>
Subtotal Health and Mental Hygiene	4,689
Public Protection:	
Prison facilities	4,614
Other public protection	<u>207</u>
Subtotal Public Protection	4,820
Environment:	
Environmental infrastructure	675
Hazardous waste remediation	456
Other environment	<u>55</u>
Subtotal Environment	1,186
State Buildings and Equipment:	
State facilities	827
Other State buildings and equipment	<u>447</u>
Subtotal State Buildings and Equipment	1,274
Housing:	
Other housing	<u>1,571</u>
Subtotal Housing	1,571
Economic Development:	
2008-2012 economic development initiative	700
Regional economic growth	424
Semiconductor manufacturing facility	639
Other economic development	<u>2,054</u>
Subtotal Economic Development	3,818
SUBTOTAL STATE-SUPPORTED DEBT	<u>52,772</u>

(\$ in millions)

(continued)

Capital Program Financing (continued)

Type of Debt	Debt Outstanding
II. OTHER STATE DEBT OBLIGATIONS	
Contingent Contractual Debt	
Dormitory Authority - Secured Hospital Program	503
Tobacco Settlement Financing Corporation	2,690
Subtotal Contingent Contractual Debt	3,192
Moral Obligation Debt	20
State Guaranteed Debt	19
Other Debt	368
SUBTOTAL OTHER STATE DEBT OBLIGATIONS	3,600
SUBTOTAL STATE-RELATED DEBT (3)	56,372
III. CERTAIN STATE AUTHORITIES DEBT (4)	
Battery Park City Authority	1,053
Dormitory Authority	22,246
Empire State Development Corporation (includes Urban Dev. Corp. and Job Dev. Authority)	7,615
Energy Research and Development Authority	3,836
Environmental Facilities Corporation	7,258
Housing Finance Agency	9,528
Long Island Power Authority	6,631
Metropolitan Transportation Authority (includes Triborough Bridge and Tunnel Authority)	30,145
Municipal Bond Bank Agency	353
Niagara Frontier Transportation Authority	170
NYC Transitional Finance Authority	5,309
Port Authority of New York and New Jersey	19,515
Power Authority	1,784
Sales Tax Asset Receivable Corporation	2,188
State of New York Mortgage Agency	3,217
Thruway Authority	3,085
SUBTOTAL CERTAIN STATE AUTHORITIES DEBT	123,933
TOTAL	180,305
<i>(\$ in millions)</i>	

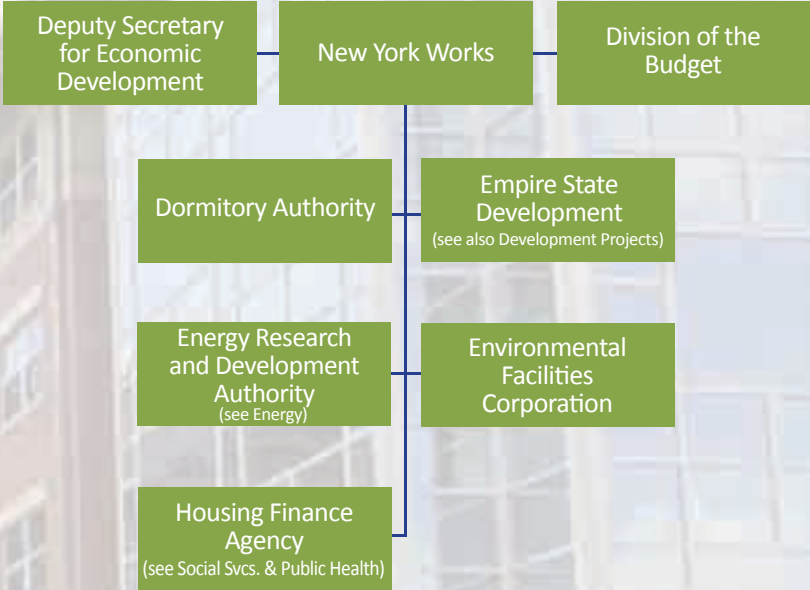
(1) State-related debt and Job Development Authority, NYC Transitional Finance Authority, and Sales Tax Asset Receivable Corporation debt as of March 31, 2012. All other debt as of December 31, 2011.

(2) State-supported debt represents obligations of the State that are paid from traditional State resources (i.e., tax receipts) and have a budgetary impact. It includes general obligation debt approved directly by the voters, and debt authorized by the Legislature and issued on behalf of the State by public authorities, where the State is contractually obligated to pay debt service, subject to appropriation. The State's debt reform caps on debt outstanding and debt service apply only to State-supported debt.

(3) State-related debt is a broader measure that includes State-supported debt, State-guaranteed debt, moral obligation financings, and certain contingent-contractual obligation financings, where debt service is paid from non-State sources in the first instance, and State appropriations are available, but typically not expected to be needed, to make payments.

(4) Does not include State-related debt of the listed entities.





Financing Conduits

Financing conduits are agencies which provide financing to third parties such as State agencies, local governments, and private sector entities for specific purposes. This can include issuing bonds, distributing federal and State appropriations, and administering grants. While the financing is considered capital investment, these agencies do not directly expend capital funds when functioning as financing conduits.

Homes and Community Renewal and the Energy Research and Development Authority function as financing conduits and also expend capital funds directly. They are presented within their functional sectors and their financing activity is described therein.

Empire State Development functions as a financing conduit and also expends capital funds directly. Its capital expenditures are presented in its functional sector and its financing activity is described in this section.

Dormitory Authority of the State of New York

At-A-Glance

Since its formation in 1944, the Dormitory Authority of the State of New York (DASNY) has become one of the largest public construction and financing entities in the nation. DASNY has built and financed public infrastructure projects, large and small, that dot the landscape in every region of New York, from colleges and universities to hospitals, nursing homes, mental health facilities, research laboratories, schools, libraries, courthouses, and more.

The Authority is a public benefit corporation, an independent corporate agency with governmental functions delegated to it by the State of New York. It is authorized to finance, design, construct, or rehabilitate buildings for use by various public and private not-for-profit corporations.

The Authority's two primary lines of business are debt issuance and construction management, which are supported by the Authority's operating activities. As a part of its operating activities, the Authority also devotes significant efforts to the administration of grants authorized by the State and payable to a variety of public and private grantees from proceeds of bonds issued by the Authority.

The Authority has a staff of approximately 550 located in three main offices (Albany, New York City, and Buffalo) and at approximately 57 field sites across the State. The Authority provides services to various clients under three major programs: public facilities; nonprofit healthcare; and independent colleges, universities, and other nonprofits.

Debt Issuance

The Authority is a conduit debt issuer. Under existing law, and assuming continuing compliance, interest on most bonds and notes issued by the Authority has been determined to be excludable from gross income for federal tax purposes.

All of the Authority's outstanding bonds and notes are special obligations payable solely from payments required to be made by or for the account of the client for which the particular special obligations were issued.

The Authority has no obligation to pay its special obligations other than from such payments. In addition, certain bond and note issues are also secured by other forms of credit enhancement, including municipal bond insurance and bank letters of credit.

Construction Services

DASNY oversees a portfolio of more than 750 construction projects worth more than \$6 billion. During fiscal year 2011–12, DASNY spent more than \$990.2 million on construction projects.

The Authority offers a full range of construction services, acting as the customer's agent to protect the customer's interests during both design and construction phases. Beginning with the evaluation and selection of an architect, the Authority assists the customer by reviewing documents

for ease of construction, code compliance, and life-safety issues. DASNY reviews plans and specifications, solicits and evaluates bids, and holds contracts on behalf of the customer.

Once construction starts, DASNY's on-site field staff inspects the work and ensures that the project is being built right. The project manager matches project payments to construction progress and enforces the project schedule. DASNY handles day-to-day construction coordination issues and interpretations of contract documents.



Statements of Net Assets (1, 2)

Assets	2012	2011
Current assets:		
Cash and cash equivalents	322,113	452,748
Investments	1,075,340	904,552
Leases and loans receivable, net	4,157,221	4,603,700
Project funds receivable	128,554	179,187
Accrued financing income receivable	264,810	304,712
Accrued interest receivable on investments	7,240	9,370
Other receivables	28,074	28,088
Bonds receivable	--	--
Total current assets	<u>5,983,352</u>	<u>6,482,357</u>
Investments	4,560,726	4,882,855
Leases and loans receivable, net	35,697,748	34,059,759
Project funds receivable	80,084	78,289
Other receivables	106,275	67,917
Capital assets, net	<u>30,122</u>	<u>12,256</u>
Total assets	<u>46,458,307</u>	<u>45,583,433</u>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued expenses	388,170	381,462
Bonds and notes outstanding	4,157,221	4,603,700
Accrued interest payable	490,064	494,491
Unearned financing income	16,159	15,064
Amounts held for institutions	116,207	138,847
Due to New York State	126,240	159,656
Current portion of other long-term liabilities	157	2,844
Unearned fees for services	43,017	37,195
Total current liabilities	<u>5,337,235</u>	<u>5,833,259</u>
Bonds and notes outstanding	40,336,715	39,025,269
Amounts held for institutions	201,913	148,442
Due to New York State	11,398	11,287
Other long-term liabilities	<u>176,205</u>	<u>148,137</u>
Total liabilities	<u>46,063,466</u>	<u>45,166,394</u>
Invested in capital assets	12,322	12,256
Restricted	316,431	337,215
Unrestricted	66,088	67,568
Total net assets	<u>394,841</u>	<u>417,039</u>
Total liabilities and net assets	<u>46,458,307</u>	<u>45,583,433</u>

(1) As of March 31. \$ in thousands.

(2) For more information, see the financial statements of the Dormitory Authority.

Statements of Revenues, Expenses, and Changes in Net Assets (1, 2)

	2012	2011
Operating revenues:		
Financing income	1,953,411	1,845,100
Income on investments held for institutions	18,625	25,064
Fees for services	96,356	99,060
Contributions of cash and investments	29,077	51,863
Other	<u>35,973</u>	<u>54,178</u>
Total operating revenues	2,133,442	2,075,265
Operating expenses:		
Interest on bonds and notes	1,928,405	1,885,459
Amounts returned to institutions	12,090	18,695
Reduction of leases and loans receivable due to redemption of bonds	24,926	31,300
Personal service and employee benefits	81,956	81,548
Maintenance and operations	18,076	17,995
New York State assessments	7,545	6,916
Transfers to escrow	63,384	115,199
Other	<u>19,315</u>	<u>33,658</u>
Total operating expenses	2,155,697	2,190,770
Operating loss	(22,255)	(115,505)
Nonoperating revenues:		
Income on investments held for the Authority	<u>57</u>	<u>432</u>
Decrease in net assets	(22,198)	(115,073)
Net assets, beginning of year	<u>417,039</u>	<u>532,112</u>
Net assets, end of year	<u>394,841</u>	<u>417,039</u>

(1) As of March 31. \$ in thousands.

(2) For more information, see the financial statements of the Dormitory Authority.

Empire State Development

At-A-Glance

Like the other four bond-financed public authorities in New York State, Empire State Development's capital plan is funded through the issuance of State Personal Income Tax (PIT) Revenue Bonds. PIT bonds cover both ongoing capital outlays and new awards. The most recent issuance was Series 2012A, approved by the Public Authorities Control Board in September 2012.



Empire State Development - Job Development Authority

Consolidated Balance Sheets (1, 2)

	2012	2011
Assets		
Cash and equivalents	2,532,236	2,602,503
Cash - restricted	108,604	108,495
Temporary investments in marketable securities	93,979,162	78,040,028
Accrued interest receivable	138,819	189,761
Loans receivable, net of allowance	23,500,682	30,151,310
Financing leases, net of allowance	9,335,493	11,687,470
Deferred financing costs, net of accumulated amortization	237,229	342,552
Prepaid insurance	7,689	7,270
Total assets	<u>129,839,914</u>	<u>123,129,389</u>
Liabilities and Net Assets		
Liabilities:		
Special purpose bonds	18,960,844	23,288,671
Due to New York State Urban Development Corporation	26,082,490	25,895,799
Deferred grant revenue	14,577,602	14,593,208
Accounts payable and accrued expenses	263,435	260,262
Total liabilities	<u>59,884,371</u>	<u>64,037,940</u>
Net assets - restricted	<u>59,091,449</u>	<u>69,955,543</u>
Total liabilities and net assets	<u>129,839,914</u>	<u>123,129,389</u>

(1) As of March 31.

(2) For more information, see the financial statements of the Job Development Authority.

**Consolidated Statements of Revenue, Expenses,
and Changes in Net Assets (1, 2)**

	2012	2011
Operating revenue:		
Loan interest	2,355,415	2,671,673
Grant income	18,993	8,405,770
Bond and note fee income	10,007,977	5,200,171
Other revenue	<u>146,580</u>	<u>580,120</u>
Total operating revenue	12,528,965	16,857,734
Operating expenses:		
Interest, principally bonds	1,107,773	1,276,986
Amortization of deferred financing costs	105,323	105,323
Credit and remarketing fees	294,305	281,000
General and administrative	185,335	184,291
Grants	18,993	8,405,770
New York Liberty Development Corporation	25,551	44,018
Brooklyn Arena Local Development Corporation	<u>138,032</u>	<u>74,991</u>
Total operating expenses	<u>1,875,312</u>	<u>10,372,379</u>
Operating income	10,653,653	6,485,355
Nonoperating revenue (expenses):		
Investment income, including change in fair value	244,094	36,580
Interest - New York State Urban Development Corporation	<u>(33,653)</u>	<u>(72,319)</u>
Nonoperating revenue (expenses), net	210,441	(35,739)
Excess of revenue over expenses	<u>10,864,094</u>	<u>6,449,616</u>
Net assets, restricted at beginning of year	59,091,449	52,641,833
Net assets, restricted at end of year	<u><u>69,955,543</u></u>	<u><u>59,091,449</u></u>

(1) As of March 31.

(2) For more information, see the financial statements of the Job Development Authority.

Empire State Development - Urban Development Corporation

Consolidated Balance Sheets (1, 2)

Assets	2012	2011
Current assets:		
Cash and cash equivalents	25,428	9,125
Temporary investments	155,691	147,979
	<u>181,119</u>	<u>157,104</u>
Cash and investment securities restricted or designated for:		
Corporate purpose bonds	46,758	32,888
Revenue bonds	835,694	1,416,712
Economic development	297,599	191,776
Subsidiary and other purposes	824,401	921,188
	<u>2,004,452</u>	<u>2,562,564</u>
Loans and leases receivable:		
Residential mortgage loans	18,900	11,800
Non-residential, principally leases	4,150	3,490
Economic development loans	1,346	1,585
	<u>24,396</u>	<u>16,875</u>
Due from New York State	441,586	470,231
Due from the Port Authority of New York and New Jersey	25,606	21,612
Grants receivable	--	16,332
Other current assets	43,504	41,474
Total current assets	<u>2,720,663</u>	<u>3,286,192</u>
Investment securities restricted or designated for:		
Corporate purpose bonds	167,984	224,853
Revenue bonds	43,067	43,152
	<u>211,051</u>	<u>268,005</u>
Loans and leases receivable:		
Residential mortgage loans		
Non-residential, principally leases	241,486	265,382
Economic development loans	35,301	40,032
	<u>92,857</u>	<u>84,018</u>
	<u>369,644</u>	<u>389,432</u>
Due from New York State	7,929,436	7,265,038
Due from the Port Authority of New York and New Jersey	184,009	202,883
Due from Job Development Authority	26,082	25,896
Real property and office equipment, net	1,400,442	1,255,399
Other assets	154,759	119,933
Total non-current assets	<u>10,275,423</u>	<u>9,526,586</u>
Total assets	<u>12,996,086</u>	<u>12,812,778</u>

(1) As of March 31. \$ in thousands.

(2) For more information, see the financial statements of the Urban Development Corporation.

(continued)

Empire State Development - Urban Development Corporation

Consolidated Balance Sheets - continued (1, 2)

Liabilities and Net Assets		
Current liabilities:		
Current portion of bonds, notes and mortgages payable:		
Corporate purpose bonds	11,900	14,110
Revenue bonds	686,470	639,529
Other project revenue bonds	283	263
Other financing	<u>152,225</u>	<u>60,395</u>
	850,878	714,297
Accounts payable and accrued expenses	250,751	258,814
Grants payable	96,366	--
Interest payable	92,604	103,353
Other current liabilities	<u>77,181</u>	<u>75,701</u>
	1,367,780	1,152,165
Total current liabilities		
Non-current liabilities:		
Bonds, notes and mortgages payable:		
Corporate purpose bonds	104,384	146,921
Revenue bonds	8,456,261	8,438,423
Project revenue bonds - New York Convention Center Development Corporation	709,828	710,494
Other project revenue bonds	927	1,210
Other financing	<u>605</u>	<u>92,434</u>
	9,272,005	9,389,482
Deferred interest income - mortgage	3,000	31,159
Repayable to related governmental entities	3,611	--
Pollution remediation liability	22,423	28,212
Other liabilities	<u>308,653</u>	<u>240,283</u>
	9,609,692	9,689,136
Total non-current liabilities		
Total liabilities		
	<u>10,977,472</u>	<u>10,841,301</u>
Minority interest	145,164	134,137
Net assets:		
Restricted:		
Appropriations repayable under prescribed conditions	197,554	197,554
Other restricted for specific purposes	<u>430,178</u>	<u>545,555</u>
	627,732	743,109
Total restricted		
Invested in capital assets, net of related debt	<u>1,245,718</u>	<u>1,094,231</u>
	1,873,450	1,837,340
Total net assets		
Total liabilities and net assets		
	<u>12,996,086</u>	<u>12,812,778</u>

(1) As of March 31. \$ in thousands.

(2) For more information, see the financial statements of the Urban Development Corporation.

**Consolidated Statements of Revenues, Expenses,
and Changes in Net Assets (1, 2)**

	2012	2011
Operating revenues:		
Interest and finance income from:		
HUD subsidy	11,216	12,519
Housing companies	13,199	11,499
Nonresidential projects	7,969	8,493
Interest on revenue bonds	67,763	75,765
Hotel tax revenue	39,493	39,309
Reimbursed grants	79,919	272,153
Economic development grants	825,424	786,952
State appropriation for programs	24,075	13,378
Other revenue	54,294	59,695
Total operating revenue	<u>1,123,352</u>	<u>1,279,763</u>
Operating expenses:		
Interest related to:		
Corporate purpose bonds	7,707	10,479
Corporate loan	5,395	5,395
Interest on revenue bonds	67,763	75,765
Reimbursed grants	52,174	155,714
Economic development grants	835,991	790,788
General and administrative	58,839	127,965
Subsidiary program and administrative	51,907	332,735
Pollution remediation	(2,273)	377
Provision for losses (recoveries) on loans and leases receivable and investments in other assets	(1,765)	(4,070)
Depreciation	15,348	12,484
Total operating expenses	<u>1,091,086</u>	<u>1,507,632</u>
Minority interest	<u>(11,027)</u>	<u>(9,292)</u>
Operating income (loss)	<u>21,239</u>	<u>(237,161)</u>
Non-operating revenue:		
State appropriations for interest on revenue bonds	365,082	350,656
Interest and finance income earned on investment of revenue bond proceeds	534	2,067
Other investment income, including change in fair value	775	2,128
Total non-operating revenue	<u>366,391</u>	<u>354,851</u>
Non-operating expenses - interest and other costs on revenue bonds	<u>(365,374)</u>	<u>(352,765)</u>
Non-operating income	1,017	2,086
Excess (deficiency) of revenue over expenses	22,256	(235,075)
Net assets at beginning of year	1,837,340	2,072,415
Equity in Small Business Technology Investment Fund	13,854	--
Net assets at end of year	<u>1,873,450</u>	<u>1,837,340</u>

(1) As of March 31. \$ in thousands.

(2) For more information, see the financial statements of the Urban Development Corporation.

Environmental Facilities Corporation

At-A-Glance

The Environmental Facilities Corporation (EFC) is a public benefit corporation. Its primary function is to provide conduit financing to municipalities across the State for water and wastewater projects under the State Revolving Loan Fund Program (SRF).

EFC has approximately 100 staff assigned to the Executive, Engineering and Program Management, Finance, Legal, Operations, and Technical Advisory Service Divisions. Since 1990, EFC has provided over \$15 billion in low-cost financing and grants for over 2,000 water and sewer infrastructure projects across the State. EFC maintains an ongoing relationship with its borrowers, overseeing capital utilization to their benefit and debt repayment.

EFC is not a regulatory entity and does not compel participation in its programs. As a conduit financier, EFC does not own, operate, or maintain the projects it finances nor does it determine when such projects will be undertaken. As of March 31, 2012, EFC's total assets recorded on its balance sheet amounted to \$13.5 billion.

Key elements of EFC's mission are:

- Restore and protect New York's water resources including water infrastructure
- Help further the State's efforts to improve its economy, including creating more jobs by utilizing SRF funds in a strategic manner and promoting the resolution of water quality issues that require government participation to resolve

- Maximize the utility and efficiency of program funds by allocating resources across programs and projects in the forms that are sufficient to induce infrastructure investment
- Provide efficient, low-cost financing to communities throughout the State

EFC accomplishes these goals by working with the Department of Environmental Conservation and the Department of Health to help public and private entities comply with federal and State environmental protection and quality requirements to advance sustainable growth. EFC works with the Energy Research and Development Authority to promote energy efficiency.

Funding sources include:

- Federal capitalization grants awarded to the State and approved by the State to fund the SRFs
- State matching funds appropriated by the State (required State match is 20% of federal appropriation for the Clean Water State Revolving Fund)
- SRF bond proceeds
- Recycled funds from de-allocated reserve accounts
- Interest earnings on SRF investments
- Recycled recipient financing payments
- Total projected available funding for subsidized financing for fiscal year 2013–14 is approximately \$2.1 billion

Clean Water Project Example (including Green Innovation Grant Program)

The Hunts Point Terminal Produce Cooperative Association, Inc. will implement site improvements at the Hunts Point Produce Market in the Bronx. EFC's funding will help pay for the installation of two 40,000 gallon cisterns to harvest and reuse rainwater at the market which will reduce the pressure on the Hunts Point Water Treatment Plant during storm events. The stormwater collected in the cisterns will also be reused for washing down docks and loading areas and toilet flushing.

Drinking Water Project Example

In September 2012, EFC's Board approved a total of \$217 million in financing to the New York City Municipal Water Finance Authority for the continuing construction of the massive Croton Filtration Plant which will ultimately filter 10% of New York City's drinking water. This was Phase 8 of a multi-phase project.



Balance Sheets (1, 2)

Assets	2012	2011
Current assets:		
Cash and cash equivalents	10,860,948	13,759,574
Contractual services and fees receivable	352,821	910,125
Restricted assets:		
Cash and cash equivalents	834,728,042	674,705,470
Contractual services and fees receivable	1,859,871	16,891,254
Interest receivable on bonds and direct financings	108,899,666	105,556,691
Interest receivable on cash and cash equivalents and investments	35,221,225	0,289,604
Annual fees receivable	11,990,316	12,293,224
Short term financings receivable	167,259,587	62,873,159
Direct financings receivable	81,899,300	63,108,162
Bonds receivable	374,762,403	354,342,697
Due from New York State, appropriation bonds receivable	70,945,000	72,465,000
Other restricted funds	38,282,961	53,931,772
Total current assets	<u>1,737,062,140</u>	<u>1,471,126,732</u>
Noncurrent assets:		
Restricted assets:		
Investments	2,743,513,116	2,891,148,122
Short term financings receivable	170,896,991	207,316,707
Direct financings receivable	1,264,681,999	1,036,796,443
Bonds receivable	6,797,732,761	6,723,288,692
Due from New York State, appropriation bonds receivable	800,230,000	871,175,000
Furniture, fixtures and equipment	--	19,350
Total noncurrent assets	<u>11,777,054,867</u>	<u>11,729,744,314</u>
Total assets	<u>13,514,117,007</u>	<u>13,200,871,046</u>
Liabilities and Net Assets		
Current liabilities:		
Accrued interest payable on bonds	101,208,872	100,348,722
Accrued interest subsidy	51,812,416	47,906,528
Bonds payable	374,762,403	354,342,697
Appropriation bonds payable	70,945,000	72,465,000
Other restricted funds	38,282,961	53,931,772
Accounts payable and accrued expenses	1,663,449	5,774,431
Debt service funds payable	3,691,249	1,520,760
Deferred revenue	556,225	506,574
Other liabilities	59,141,219	66,626,880
Other post employment benefits	440,842	272,344
Total current liabilities	<u>702,504,636</u>	<u>703,695,708</u>

(1) As of March 31. \$ in thousands.

(2) For more information, see the financial statements of the Environmental Facilities Corporation.

(continued)

Balance Sheets - continued (1, 2)

Noncurrent liabilities:			
Bonds payable	6,797,732,761	6,723,288,692	
Appropriation bonds payable	800,230,000	871,175,000	
Deferred revenue	6,156,425	4,261,50	
Other post employment benefits	8,753,151	6,823,324	
	<u>7,612,872,337</u>	<u>7,605,548,524</u>	
	Total noncurrent liabilities	8,315,376,973	8,309,244,232
Net assets:			
Restricted for revolving loan fund programs	5,193,201,121	4,888,066,080	
Unrestricted	5,538,913	3,560,734	
	<u>5,198,740,034</u>	<u>4,891,626,814</u>	
	<u>13,514,117,007</u>	<u>13,200,871,046</u>	

(1) As of March 31. \$ in thousands.

(2) For more information, see the financial statements of the Environmental Facilities Corporation.

**Statements of Revenues, Expenses,
and Changes in Net Assets (1, 2)**

	2012	2011
Operating revenues:		
Interest income on bonds and direct financings receivable	363,031,489	362,426,505
Bond financing and administrative fees	11,763,194	15,121,187
Administrative grant revenues	15,419,142	9,629,316
Advisory service fees	1,166,481	1,633,691
Other revenues	453,983	46,013
Total operating revenues	<u>391,834,289</u>	<u>388,856,712</u>
Operating expenses:		
Interest expense on bonds payable	340,115,542	348,962,505
Interest subsidy provided	151,619,393	150,994,705
Principal forgiveness	89,030,923	156,048,727
Administrative costs	19,964,112	19,863,921
Total operating expenses	<u>600,729,970</u>	<u>675,869,858</u>
Operating loss	(208,895,681)	(287,013,146)
Nonoperating revenues:		
Project grant revenues	348,000,743	408,579,936
Investment income	184,730,616	146,715,390
State assistance payments revenue	2,034,383	5,316,961
Appropriations received from New York State	274,400	308,700
Total nonoperating revenues	<u>535,040,142</u>	<u>560,920,987</u>
Nonoperating expenses:		
Grants disbursed	15,268,943	37,364,902
States assistance payments expense	2,034,383	5,316,961
Transferred to New York State	1,727,915	--
Total nonoperating expenses	<u>19,031,241</u>	<u>42,681,863</u>
Increase in net assets	<u>307,113,220</u>	<u>231,225,978</u>
Beginning net assets	<u>4,891,626,814</u>	<u>4,660,400,836</u>
Ending net assets	<u><u>5,198,740,034</u></u>	<u><u>4,891,626,814</u></u>

(1) As of March 31. \$ in thousands.

(2) For more information, see the financial statements of the Environmental Facilities Corporation.

