Victor S. Teglasi, “Why Transportation Mega-Projects (Often) Fail?”, Submitted May 2012
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This thesis explores the reasons why so few transportation mega-projects have been successfully implemented for nearly half a century in the New York City metropolitan area. Case studies of several major transportation projects are presented and analyzed. Interviews with project managers and other transportation professionals responsible for implementing mega-projects provided insight into some of the challenges faced by practitioners. This thesis suggests changes in project delivery methods and funding mechanisms that may help improve implementation of large, complex transportation projects that have a potential of providing significant public benefits. But, ultimately, fundamental institutional changes may be needed in order to effect meaningful improvements in mega-project delivery success rates and the type of mega-projects implemented. A key underlying planning/political economy issue is how to support the economic vitality of central cities in the face of an aging transportation system infrastructure and increasing competition for scarce funding resources while providing adequate protection of civil society and the environment.