



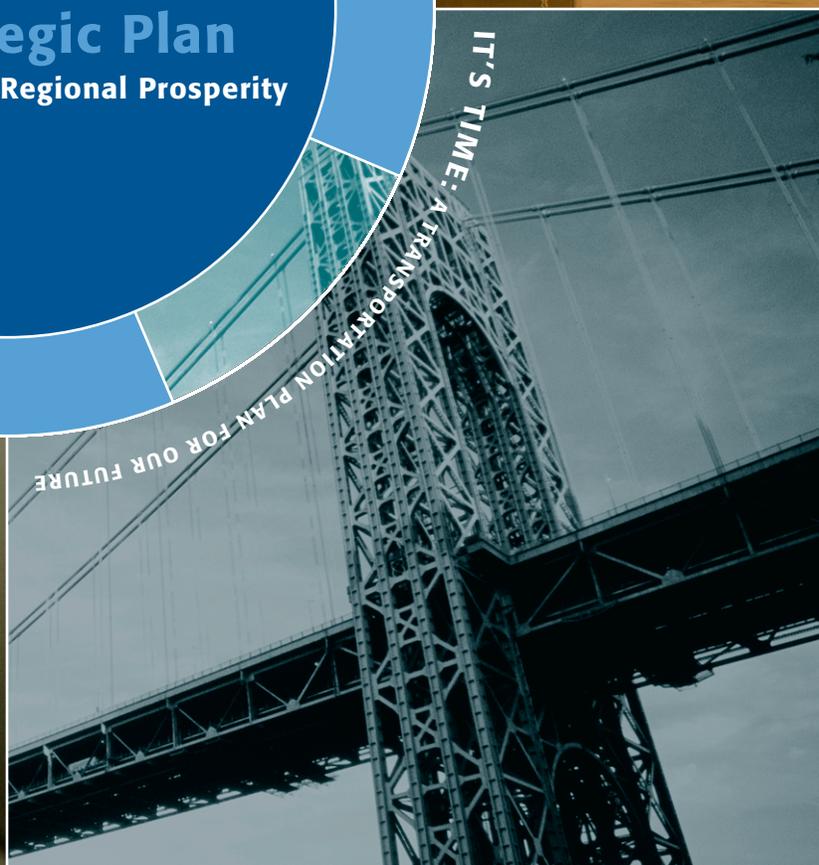
IT'S TIME: A TRANSPORTATION PLAN FOR OUR FUTURE



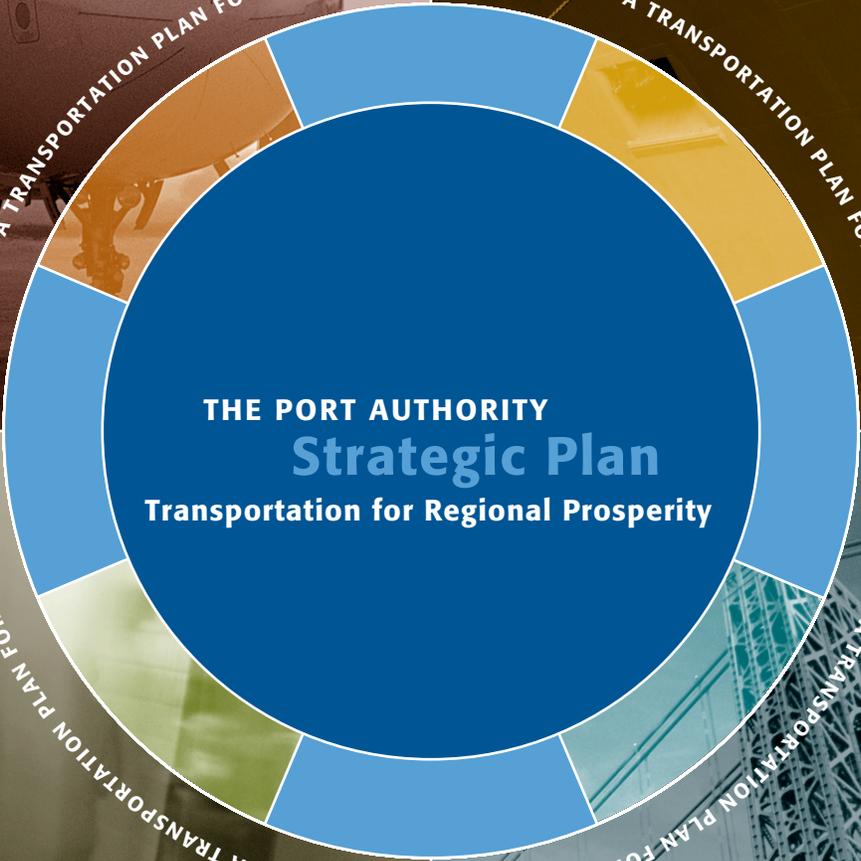
IT'S TIME: A TRANSPORTATION PLAN FOR OUR FUTURE



IT'S TIME: A TRANSPORTATION PLAN FOR OUR FUTURE



IT'S TIME: A TRANSPORTATION PLAN FOR OUR FUTURE



THE PORT AUTHORITY
Strategic Plan
Transportation for Regional Prosperity



THE PORT AUTHORITY OF NY & NJ

THE NEW YORK-NEW JERSEY REGION

The New York-New Jersey Metropolitan Region, one of the largest and most diversified in the nation, consists of the five New York boroughs of Manhattan, Brooklyn, Queens, Staten Island and The Bronx; the four suburban New York counties of Nassau, Rockland, Suffolk and Westchester; and the eight northern New Jersey counties of Bergen, Essex, Hudson, Middlesex, Morris, Passaic, Somerset and Union.



Area:	3,900 Square Miles
Population:	17.1 Million (estimate for 2004)
Labor Force:	8.3 Million (average for 2005)
Total Wage & Salary Jobs:	7.8 Million (average for 2005)
Total Personal Income:	\$785 Billion (estimate for 2005)

Note: This is the second printing of the Strategic Plan whose text was approved by the Port Authority's Board of Commissioners on December 8, 2005.

Table of Contents

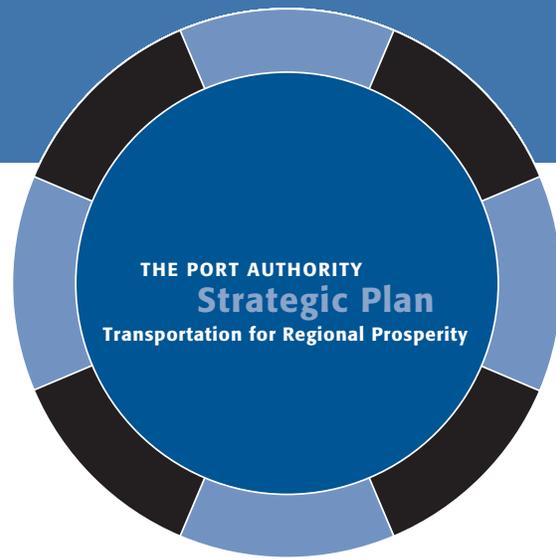
INTRODUCTION	2
THE PORT AUTHORITY'S MISSION	3
THE PLAN IN CONTEXT	4
A VISION FOR THE REGION	6
SETTING PRIORITIES AND MEASURING SUCCESS	7
ADDENDUM:	8
A SUMMARY OF THE PORT AUTHORITY'S FIVE STRATEGIC CAMPAIGNS	
APPROVED CAPITAL PROJECTS AND CANDIDATE STRATEGIC INVESTMENTS	14
FOR MORE INFORMATION	25

Introduction

The New York-New Jersey region is steadily rebounding from the recession and devastating events of 2001. In 2005, the 17 county metropolitan area¹ is home to 17 million people and nine million jobs, with a Gross Regional Product estimated at \$900 billion. The region's rise to an economy that is larger than all but nine nations of the world was underwritten by billions of dollars in ongoing reinvestment, upgrades, and additions to the transportation system put in place in the 19th and early 20th centuries. Over the last several decades, these investments have not kept pace with the changes and demands of the economy of today and have not readied the way for the future. Indeed, critical segments of the regional transportation network are so overburdened or tattered that they are calling into question the region's very image as a world-class destination. In a century dominated by ever-intensifying global pressure, the region can ill-afford such a damper on growth.

This plan advocates the creation of new infrastructure – by the Port Authority and our transportation partners – that will enable, even stimulate, robust economic growth while also addressing the ongoing issue of making existing parts of our region's transportation system perform more effectively. The desired result is a network that renders high quality transportation services through an investment plan that transforms our urban form by intensifying our ability to address the overall living environment, job growth, and land use through sound transportation planning. The magnitude of the requirements to fulfill this vision exceeds basic transportation needs, and success lies with an unprecedented level of cooperation and collaboration – including the identification of new sources of revenue – among many public and private actors. To identify those responsibilities that best fall to the Port Authority, the Strategic Plan is as specific as possible about the role of the Port Authority in the policies, capital projects, and partnerships that we deem essential for assuring regional prosperity. The plan is also intended to prompt more discussions around the means by which all transportation agencies within the region can address the vision expressed herein.

¹ The planning study area of The Port Authority of NY & NJ includes the five boroughs of New York City; the suburban New York counties of Nassau, Suffolk, Westchester, and Rockland; and the eight northern New Jersey counties of Bergen, Essex, Hudson, Middlesex, Morris, Passaic, Somerset, and Union.



The Port Authority's Mission

The Port Authority of New York & New Jersey was created by civic-minded elected officials who concluded that neither existing local and state government bodies nor private sector interests could untangle the choking congestion on the New York harbor. After the height of the port's paralysis during World War One – the day that railcars were backed up as far as Chicago – decision-makers on both sides of the river were convinced of the need for a regional solution. They envisioned a rational freight plan for affected jurisdictions throughout the region to be prepared and implemented by a public agency with powers that transcended individual geopolitical boundaries. And so, in 1921, born along with the establishment of the Port of New York Authority, was a hopeful experiment in bi-state regional governance, limited, at first, to freight transportation.

Since 1921, both the region and the Port Authority have undergone total transformation. Over time, the agency's portfolio of responsibilities grew to include tunnels, bridges, airports, and rail services as well as some transit facilities and targeted economic development projects. With this diverse portfolio of transportation and commercial facilities, the Port Authority brings a unique bi-state, multi-modal perspective to that of the other, larger highway and transit partners it works with in New York and New Jersey. It is from this vantage point that the agency has undertaken the development of a regional vision that includes not only items for which it is exclusively responsible but also

those that can only be accomplished through multi-agency and/or private partnerships.

In its most succinct form the mission of The Port Authority of NY & NJ is:

"To enhance the region's competitiveness and prosperity by providing transportation services that efficiently move people and goods within the region and facilitate access to the nation and the world."

It should be noted that the Port Authority is a financially self-sufficient agency, deriving nearly all its annual revenue from the fees it charges the users and tenants of its facilities. Reflective of decades of prudent management and efficient operations, the agency has a long-standing, sound financial record and routinely wins top ratings in the bond market. As a public institution, we view the revenues that we raise as necessary and important solely for the role that they play in pursuit of our mission.

The Plan in Context

A RECORD OF ACHIEVEMENT

The NY-NJ Region has held fast through the most recent recession and the terrorist attacks of 2001 to remain a dynamic and thriving economy. Its major transportation service providers have worked to keep pace of the economic expansion with investments throughout the system. However, given budget constraints affecting all aspects of government, state-of-good-repair projects – work that is rarely visible to the public – have dominated these agencies' efforts in recent years. Even so, significant renovations and new services were introduced. For example, major upgrades have been made to the New York City subway system and on commuter lines, such as Metro North Railroad and the Long Island Rail Road. *E-ZPass*SM was installed on New York and New Jersey toll facilities as well as other states up and down the East Coast. The Port Authority sponsored a passenger ferry service linking the Hoboken transit hub with Lower Manhattan, adding momentum to a revival of privately operated ferry services. New Jersey Transit added direct service to Penn Station New York for some lines that had formerly terminated at Hoboken. The Port Authority and its major tenants undertook substantial renovations at the Port Newark-Elizabeth containerport and at terminals in each of the three airports. The agency also added rail transit connections to the Northeast Corridor line in New Jersey to Newark Liberty International Airport and from Jamaica Station in New York to JFK International Airport.

After the September 11 terrorist attacks, local and federal agencies quickly expanded ferry service to sustain transit access to Lower Manhattan; the Port Authority restored PATH service with a temporary station at the WTC; and New York agencies repaired subway stations and streets in a massive recovery effort. Working together, transportation agencies adjusted rail services and roadway operations, which maintain essential lifelines for moving people and goods and supporting the region's economic recovery.

Without these transportation investments, the region's economic revitalization would have been severely dampened. However, as discussed below, the level of investment has not been enough to keep pace with surging demand, let alone

support substantial increases in new economic activity anticipated throughout the metropolitan area. While congestion may be looked upon as a consequence of the region's success, it would be incorrect to conclude that it is not a problem.

TRANSPORTATION CHALLENGE:

CAPACITY TO ENHANCE ECONOMIC PROSPERITY

If residents, business leaders, and visitors were to grade the current state of the region's transportation system on the whole, most days they would barely give it a passing mark. Along with other metropolitan regions throughout the United States, we are being challenged as never before to address issues associated with congestion. In 2003, the region's commuters lost 400 million hours, the equivalent of \$7 billion in income, to congestion on the region's highways and river crossings. The typical queues at bridges and tunnels during peak hours are between 15 and 45 minutes. The region's airports are consistently ranked among the nation's worst in delayed arrivals and departures. And business travelers, especially, complain continually about their inability get to and from the airports in a quick, reliable manner. At the docks, it is not unusual for trucks to idle for four, six, eight hours while waiting to load cargo. Truck drivers leaving the ports or airports then spend additional hours crawling or sitting on congested roads and highways alongside passenger travelers.

Because times have been good, the loss of productivity and economic activity as a direct consequence of the transportation system's limitations has been grudgingly accepted in our cities and suburbs. Statistics, surveys, and focus group research show that the region's residents and businesses are making an effort to adapt. They leave an extra hour or two early, just to be sure to reach their destination on time. They extend or re-structure their work hours or delivery schedules to use the system off-peak. Some businesses are experimenting with measures such as allowing management staff to work at home one day a week. Alternatively, they set up branch offices – sometimes in other parts of the region, sometimes outside the region's borders. They increasingly rely on tele- and video-conferencing. They tolerate late arrivals to work by their employees. They bring their clients in less frequently for visits, or reverse the trip by going to visit their clients. They add sales reps to compensate for the reduction of person-to-person calls that can be made by an individual in a day.

Firms are willing to make these adaptations because they are tied to this region, tethered by tradition, association with the region for its standing as a global center, proximity to the region's large consumer or business markets, or access to one of the world's most educated labor pools.

These ties are powerful, and the region's transportation network has not yet approached a point that would tip the equation to cause widespread flight by firms that are located within our borders. Nevertheless, the region is on the cusp of a congestion crisis. In fact, for many, congestion is **the** biggest negative about the region. As stated, we are not alone in confronting congestion and its collateral effects; but the NY-NJ metropolitan area is one of a select few regions in the world that is staking its future so heavily upon international trade and global competitiveness. Therefore, the requirement to keep pace and rise to a world-class standard is all the more critical here.

OTHER TRANSPORTATION CONCERNS

The region also has transportation challenges not associated with congestion – critical needs that affect the efficiency of maintaining and operating the system as well as the quality of service. Lane widths and height clearances on many of the region's river crossings and highways are below national standards, and many key links carry volumes beyond their design capacity. Other elements of the system, while still serviceable, are well beyond their useful life. Efficiency, sound stewardship, and prudent fiscal management argue for their replacement, but replacement requires a more intensive capital outlay in the immediate years and, thus, has been deferred. In addition, the costs of "hardening" the transportation system against security threats have added a new layer of responsibility and expense for transportation providers. Finally, the quality of transportation service in the region is suffering from the inability to increase service commensurate with growing demand. From the user's perspective, this manifests itself as a very poor quality of service in areas such as cleanliness and aesthetic appeal. The cumulative impact of these elements is a transportation system that is falling below world-class standards and chipping away at the region's competitive edge.

A REGION POISED FOR GROWTH

Economically, the NY-NJ region is making a strong recovery from the recession and terrorist attacks of four years ago. In fact, some parts of the region are experiencing new peaks in employment. Looking out fifteen years, to 2020, the current forecast² shows an opportunity for the region to add 1.4 million more jobs, 1.6 million more residents, and \$500 billion more in real Gross Regional Product. The implications of this level of growth on the transportation system can be gleaned from the attendant anticipated increases in demand for services for the facilities that the Port Authority manages:

Forecasted Increase in Demand for Port Authority Transportation Services 2005-2020 ³	
Air Passenger	40%
Air Cargo (by volume)	70%
Port Cargo (by volume)	100% ⁴
PATH Passenger	60%
Truck and Bus Traffic, Tunnels and Bridges . . .	20%
Auto Traffic, Tunnels and Bridges.	16%

Growth of this magnitude will only be possible with a transformation of the region's transportation system. Key strategies to achieve these benefits include expanding and better integrating regional transit services, managing roadway networks to ease traffic congestion, and expanding rail and waterborne options for goods movement. Demand pressures transcend solutions by individual agencies or localities, but these regional strategies can improve local accessibility.

² Sources: The New York Metropolitan Transportation Council, 2005, for population and jobs; Economy.com for Gross Regional Product.

³ Source: The Port Authority of NY & NJ

⁴ Original figure in December 8, 2005 plan was 40%

A Vision for the Region

The broad outline of a transportation agenda that will allow the region to grow and prosper is presented below. It draws a portrait of the many analyses, proposed capital improvements, and new concepts developed by regional transportation operators, state and local agencies, and business and civic leaders. There is widespread agreement among these regional actors that large portions of the region's transportation network are in need of upgrades and new capacity. Some aspects of this vision fall plainly within the Port Authority's span of authority and control to implement, and these we have included in our ten-year capital plan outlook. It is impossible to overemphasize, though, that large segments of the vision can only be realized through a series of partnerships. In some of these, the Port Authority may have the lead; in others, it may serve in a minor supporting role, perhaps as an advocate. With the issuance of this plan, the Port Authority is signaling its willingness to serve in a coordinating and leadership role to make this vision come true.

In capsule form, the Port Authority envisions a regional transportation system by 2020 as follows:

- An airport and inter-city rail system that catapults the region into the ranks of the world's easiest, most reliable, most enjoyable places to visit – for both leisure and business travelers.
- A world-class level of infrastructure maintenance, security, and environmental performance for all transportation facilities of regional significance.
- Region-wide relief from traffic congestion by upgrading chronic chokepoints, managing available road capacity, and applying pricing tools and land-use strategies to achieve reasonable, reliable traffic flows even during peak weekday and weekend travel hours.
- A dramatic shift in the share of commuter and non-work trips made via transit across the metropolitan area through increased capacity to core markets, improved connections among systems, and innovative rail, ferry, and bus services to new regional development centers.

- Redevelopment of several existing transit hubs into vibrant, mixed-use urban centers, connected seven days a week and 24 hours a day by transit service that links them with each other as well as with Midtown and Lower Manhattan and other major destinations including the region's major airports, other high density mixed use commercial centers throughout the region, sports stadiums, and recreational areas.
- A comprehensive regional network of high-speed, low polluting ferry services for both the passenger and freight markets.
- An efficient, reliable transportation and distribution network for goods delivery that minimizes truck miles within the region; reduces competition between passengers and freight for highway and rail capacity; and speeds goods via rail and barge to long-distance destinations beyond the region.
- A regional payment mechanism for users of all tolled vehicular routes and transit services.
- A regional real-time information system that can calculate the differences in travel time, fuel savings, and toll charges and redirect both passenger and freight traffic to alternative routes or travel modes.
- Financial mechanisms that consistently generate adequate revenues to build and maintain a transportation network that supports high productivity and attractive quality of life, equitably raised and distributed among the customers and communities in the metropolitan region.

This vision is complex and ambitious. Many of its elements embrace ideas and concepts advocated by regional civic and business leaders and by the Port Authority's sister transportation agencies. The key to success will be the ability of a very diverse group of interests to agree on the details of the plan, the best priorities and sequencing of policy changes and investments, the financing approaches, and the assigning and sharing of responsibility to get the work done.

The Port Authority has segmented this plan into five inter-related campaigns that serve as a framework for mobilizing regional resources and public support. These campaigns identify specific policy recommendations and a wide range of capital projects that would fulfill the vision articulated above. A summary of the contents of each of these campaigns appears as an addendum to this document.

Setting Priorities and Measuring Success

This document represents a beginning. The difficult part, bringing the plan to reality, lies ahead. The first step will be establishing priorities, which is all the more necessary in these times of scarce resources. Toward that end, the Port Authority is in the process of establishing a regional cost benefit analysis framework that will become an important component of our own policy and investment decision-making process in the coming years.

Regional cost benefit analysis, along with other decision-making tools such as risk assessment, life-cycle asset management, and financial tests will allow the agency to pursue projects that meet six primary organizational goals:

- **Economic Value.** Maximize the region's economic opportunities, productivity, and quality of life through investments in transportation.
- **Financial Capacity.** Create and maintain the financial capacity necessary to undertake the projects that will significantly benefit the economy of the region.
- **Value to Customers.** Significantly improve the customer's daily experience with the region's transportation network.
- **Stewardship.** Protect and sustain our facilities for generations.
- **Leadership.** Develop and implement the vision of this plan through partnerships with public and private entities.
- **Organizational Excellence.** Create an organization that excels in its objective of making optimal policy and investment decisions and implementing them effectively.

The Port Authority is refining the benchmarks and targets we use to gauge success in each of these areas. We will measure progress yearly to evaluate performance and identify any needed change in direction.

A FEW WORDS ON PROCESS

The Port Authority began to re-assess its mission several years ago. From start to finish, the process involved a cross-section of front-line facility managers; engineering, financial, and planning professionals; policy analysts; and executive leadership. Staff conferred with academic and external experts to aid in the identification of regional transportation deficiencies and needs. Subsequently, the Port Authority's strategic response to the observations and analysis resulting from these efforts evolved into the five strategic campaigns that are summarized below. Prior to finalizing the plan, its assumptions, principles, and concepts were discussed with over 100 civic, business, academic, and government representatives. These regional leaders were forthright with both their praise for the Port Authority's initiative in crafting such an ambitious plan and their critiques of elements that they found in need of further consideration. The plan as written is much stronger for their insights.

The Port Authority's staff is integrating the tenets of this approach with the agency's business and capital planning and decision-making process. We are strengthening that process with the inclusion of regional cost benefit analysis and other analytical methods for assessing the relative merits of all discretionary initiatives. In the future, we will also be engaging the inter-agency community and key stakeholders to assure agenda coordination and overall prioritization of the broad transportation agenda our region needs to continue to prosper.

Addendum: A Summary of The Port Authority's Five Strategic Campaigns

In reflecting upon the capacity and competitive demands facing the region's transportation network in the 21st century, the Port Authority identified a series of needs that, if left unaddressed, will have an impact on mobility and commerce throughout the region. Most of these needs require regional solutions and, in many cases, are the shared concerns of our partner transportation agencies. As a technique for conceptualizing and discussing these multi-faceted transportation issues, the Port Authority identified five strategic campaigns. The contents of each campaign include investments within the purview of the Port Authority's current line businesses as well as non-traditional arenas of involvement that will require Port Authority leadership in the form of new planning, development, and operating partnerships and innovative approaches to financing.

The long-term perspective and organizing principles of the campaigns are designed to support shared goal-setting and planning, development of new solutions, construction of projects, and implementation of policies that will be increasingly important to the region's ability to remain competitive as a preeminent global economic and cultural center and enjoyable as a place to live and work. The campaigns have proven a useful framework for discussion with interested stakeholders on the most effective ways for the Port Authority and its public and private partners to deliver transportation-based investments that will enable the region to reach its economic potential.

Campaign One

PROVIDING WORLD-CLASS TRANSPORTATION FOR THE SERVICE EXPORT ECONOMY

This campaign is devoted to the inter-regional transportation needs of the businesses that serve as the engine of the metropolitan area's economy. Today, 90 percent of regional workers are employed by service industries. Many of these firms serve local needs, but an important segment sell their services to people and businesses in other parts of the nation or world. These transactions, in turn, result in new income and wealth for the region and are, therefore, essential to the expansion of our economy. The services exported by these firms are varied, ranging from entertainment and hospitality to financial, legal, business, political, and communications to sales of medical, educational, and creative expertise.

To grow and prosper, the export service firms need high quality air and inter-city rail transportation connections between this region and all other parts of the nation and the world. While the region gets high marks for the number of destinations that can be reached from its airports, there are many challenges to be addressed before most other elements of air travel to and from the region are considered satisfactory. This plan proposes the following actions to amend and enhance the quality of the airport use experience and to prepare for growing demand both for airport services and arrival to the region through other means:

- An ongoing overhaul and modernization of all terminals – as well as supporting facilities and services – at JFK, Newark Liberty, and LaGuardia airports as they become obsolete, dysfunctional, or unpleasant for the traveling public.
- The addition of major new airport service capacity. The three-airport system of today has several limitations. First, the terminals have a throughput capacity limit of 130 million passengers (only 30 million above current usage). More significantly, air safety considerations impose a cap on the number of planes that can arrive within the region's air space, suggesting the need to cite new airport service – possibly in the form of a fourth airport – for the region's use somewhere beyond its boundaries.
- Investment in world-class airport transit access. This includes a reliable, fast, frequent one-seat ride with cars equipped to handle airport passengers with luggage from both

Midtown Manhattan (from Penn Station or a revitalized Grand Central Station) and Downtown Manhattan (from the World Trade Center site) to JFK and Newark Liberty airports, and the new fourth airport, should it be built.

- Major expansions in the speed, frequency, safety and quality of service in the Northeast Corridor from Richmond, Virginia to Washington, DC to New York City, Boston, upstate New York, and Montreal, Canada, and, possibly, points west. The region currently receives between 35 to 40 million visitors per year. Of the domestic visitors, well over half arrive to the region by car.⁴ Indeed, 75 percent of the domestic visitors originate from within 250 miles of the region's borders. Given the nature of the region's economy, we can reasonably expect, indeed desire, visitor demand to increase. The growing level of congestion mentioned earlier argues for enticing as many visitors out of their cars and into the region by train. In addition, short-haul trips at the airports could be much reduced (and existing airport capacity for longer trips expanded) if inter-city rail were a faster, more desirable option. It is very much in the region's interest to find a means for protecting the existing service and greatly expanding it.

Responsibility for several elements of this campaign – specifically, improvements to the existing infrastructure at the airports, the provision of new airport capacity, and, to a large extent, airport access – clearly lie primarily with the Port Authority and are incorporated into the agency's list of capital projects and candidate strategic investments over the next ten years. The list reflects a commitment to an improved transit link between downtown Manhattan and JFK International Airport.

Other elements of this campaign can only be accomplished through partnerships. For example, the changes needed to the airline terminals require partnerships with the airlines that lease and operate them. As for Northeast Corridor rail service, its status is very much in flux at this time. Even so, this plan anticipates the possibility of the Port Authority becoming a stakeholder – possibly along with state governments throughout the Northeast corridor and their respective departments of transportation – in stabilizing and expanding the system given its critical and increasingly essential role in the region's economic prosperity.

Campaign Two

SUPPORTING GROWTH THROUGH COORDINATED TRANSIT INVESTMENT AND MORE EFFICIENT LAND-USE PATTERNS

The Port Authority and the region's transportation agencies share a commitment to expanding core transit services. This commitment is based on convincing evidence that continued growth will overwhelm the ability of the current transit, road, and highway system to meet the commuting needs of the new jobs and residents forecast for the region by 2020 (1.4 million more jobs and 1.6 million new residents). This level of growth presents a transportation challenge for the urban core because the current system cannot be counted on to deliver a sufficient volume of labor force to fill the additional 400,000 jobs anticipated for Downtown and Midtown Manhattan. The challenge is as serious or worse for the metropolitan area's suburban communities because they have neither the highway/road nor transit service to support travel by an additional million or more residents and nearly an equivalent number of new jobs.

The most effective way for the metropolitan area to prosper from its opportunity to expand economically is to add new transit capacity to the most congested parts of the region already served by transit, to concentrate future development in locations that can readily be served by an enhanced transit system, and to encourage the greatest practical shift possible from autos to transit for commuting and non-work trips during peak travel periods. Therefore, this plan emphasizes these goals:

- The completion of transportation projects needed to relieve the projected shortfall of rush-hour capacity on major transit corridors serving the Manhattan Central Business District and adjacent commercial centers across the Hudson and East rivers. Top priority projects in the region's official long-term transportation plans include the Long Island Rail Road East Side Access Project, NJ Transit's Access to the Region's Core (ARC) project, and the Second Avenue subway. Plans for ARC and related improvements also presume a continued, substantial role for trans-Hudson bus commutation, especially via the Exclusive Bus Lane/Lincoln Tunnel/Port Authority Bus Terminal system. The Port Authority will continue its work with agencies in both states to determine how best to ensure that capacity exists for continued high quality service to bus commuters.

⁴ Source: NYC & Company

In addition, this plan anticipates the restoration and redevelopment of Downtown Manhattan into one of the region's largest employment, residential, cultural and retail centers, supported by the Permanent PATH WTC Terminal, the MTA's Fulton Transit Center and South Ferry station projects, as well as upgraded ferry terminals and bus and roadway systems. As downtown's revival kicks in, other important transportation projects will become vital. These include projects such as the extension of the Number 7 line to support West Midtown development and improved connections between Lower Manhattan for the LIRR commuter market and JFK for airport travelers. These multi-billion dollar projects will take years to complete, and near-term improvements in trans-Hudson access by bus and ferry are recommended as part of this plan to help to satisfy the increase in demand for services in the interim.

- A focus on transportation support for the redevelopment of existing transit hubs into multi-purpose urban centers in older communities – such as downtown Jamaica, downtown Brooklyn, downtown Newark, and the Hudson County waterfront – and in underdeveloped areas, such as land available for development near Newark Liberty International Airport and Secaucus Junction. Meanwhile, local officials have targeted areas including Greenpoint-Williamsburg and the Nassau Hub for high-density development that depend upon, and can support, enhanced multi-modal transit services.
- New multi-modal connections to the regional transit network to provide access to emerging development areas. While local governments already are applying principles of “transit-oriented development” in suburban communities around the metropolitan area, the region can better leverage its extensive public transportation system with development-oriented transit strategies that bring convenient regional transit accessibility to areas primed for new development. These are essential to support growth in high-potential areas like the Elizabethport redevelopment district and the north and west shores of Staten Island.

- The adoption and coordination of public policies that successfully encourage businesses and people to take full advantage of the region's transit assets – and that sustain high quality transit services. This will involve vehicular pricing policies that favor transit and discourage peak period auto use (including the pricing of parking) where attractive transit alternatives are available. It will also require more effective combinations of land use control and development incentives to favor transit-oriented development for offices, residences, shopping, and cultural attractions.
- Mechanisms for any agency making capital investments in transit to recapture some of the associated increase in real estate value in order to help defray those costs.

As with the previous campaign, the desired results of Campaign Two can only be achieved with successful, and multiple, partnerships. The Port Authority has established responsibilities for several key elements of the transit network and a demonstrated capability with partner agencies to advance new connections that inherently involve multi-agency partnerships. The agency's capital projects and candidate strategic investments for the next ten years encourage financial commitments by the agency for three elements of this campaign: contributing to construction of new trans-Hudson commuter-rail capacity for Midtown Manhattan (Access to the Region's Core and sustaining efficient Midtown bus service); development of a new transit hub in Lower Manhattan; and investments in new ferry services. This investment strategy focuses limited Port Authority resources for commuter transit investments on vital Midtown and Lower Manhattan connections and on partnerships to broaden regional ferry connections and flexible bus and ride-sharing services. It complements the Metropolitan Transportation Authority's objectives to sustain and expand its commuter rail and subway system. It also complements NJ Transit's continuing effort to extend and integrate West of Hudson rail service to shift more trans-Hudson trips onto trains from cars and buses.

Campaign Three

MOVING GOODS EFFECTIVELY AND EXPEDITIOUSLY

The increase in congestion as it affects regional goods movement is approaching crisis levels. Consumers within the NY-NJ metropolitan area purchase several hundred million tons of goods per year. Most of these are imported and arrive using the same congested highway or rail network as passengers and so are subject to the same costly and unpredictable delays. Meanwhile, regional goods consumption is expected to grow in concert with regional income, as much as 3.6 percent per year, even as Port Newark-Elizabeth expands its role as a hub port for the nation, and JFK International Airport competes to maintain its position as the nation's primary freight gateway. The consequence of these two factors will lead to exponential growth in goods-related demand for transportation services – along with soaring costs as a result of attendant time delays. Campaign Three was developed to address these issues by providing a transportation system that allows the region's businesses and customers to balance their cost-speed-reliability needs so that goods handling remains an economic stimulant for the region, rather than becoming an economic drag. As the agency studied this task, it became clear that the best solution is multi-pronged, as summarized below:

- A shift to off-peak freight movements on the region's highway and rail systems. This shift would require marine, air, and rail terminals and major distribution centers to provide full-service operations during off-peak hours (including weekends). It would also require a premium charge on freight vehicles for peak hour travel and port facility access – just as is done currently on the West Coast. Additionally, it will be necessary to persuade local communities to permit off-peak deliveries at establishments within their borders.
- A minimization of truck-miles traveled within the region. The current goods transportation and distribution network results in many of the region's imported goods moving by truck to warehouses or distribution centers on the region's borders and then trucked back in again to their final destinations. This increases the competition with passenger vehicles for limited space on congested roads and highways.

A new system of distribution centers and warehouses located on brownfields close to the port and airport, as well as freight ferries, and rail spur connections to intermodal centers can substantially cut back on the amount of truck traffic. Also envisioned are infrastructure investments to shift trucked goods that are not for regional consumption onto a dedicated toll roadway, shuttle train, or automated conveyance, and quickly moved to distribution centers for transport out of the region.

- An increase in capacity along key goods movement corridors. One means for such improvements is the creation of new regional waterborne or rail service to supplement constrained highways. A second means is the use of policy initiatives (peak pricing policies) or investments (e.g., special purpose lanes) to enhance the performance on the highways themselves given that the region unquestionably will continue to rely on trucks for freight delivery. These policy initiatives will be particularly important for improving management of the problems associated with access for airfreight vehicles to JFK International Airport.
- A reduction in the cost of goods movement through economies of scale and their resultant efficiencies. Investments such as dredging at 50 feet and increasing clearance under the Bayonne Bridge will increase market share and keep the region a first port of call. By permitting much larger vessels with deeper drafts and many more containers per vessel, these investments will help keep the cost of shipping per container competitive. Provision of regional freight information systems at facilities and on the road network will provide security and operational advantages for freight moving in this region.

The Port Authority on its own can accomplish a handful of the changes and investments needed to advance this campaign. These have been included on the list of capital projects and candidate strategic investment for the next ten years, with the rapid expansion of ExpressRail at the port and the construction of multi-tenant air cargo facilities close to or on Newark Liberty and JFK airports serving as prime examples. Most other elements require extensive, complex partnerships with public and private entities alike, and the Port Authority's list of candidate projects for the next ten years signals willingness by the agency to be an investing partner in these projects.

Campaign Four

ENSURING SAFE, RELIABLE, AND SECURE TRANSPORTATION

This campaign reaffirms the agency's commitment to responsible stewardship of regional transportation assets critical to ensuring future economic growth and prosperity. To provide the consistently high levels of service that the region requires, the Port Authority spends nearly one billion dollars annually to maintain the region's ports and airports and bi-state bridges, tunnels, and rail facilities in a state of good repair.

In recent years, however, the region's passenger and freight traffic has steadily increased, unprecedented security threats have emerged, the region's residents have demanded significant improvements in environmental performance, and the region has fallen behind its major competitors as they invest in state-of-the-art technologies and cutting-edge traffic management practices. Facing slow revenue growth and relentless escalation of costs, the agency's infrastructure investment of recent years has been focused predominantly on basic safety and security issues and has not been able to keep pace with other aspects of these rapid changes. To meet its longstanding mandate of providing safe, reliable transportation services that support the region's continued economic growth and prosperity, the Port Authority must not only improve its facilities and services to meet globally competitive standards but must also provide leadership in improving the quality of transportation services throughout the region. Therefore, to respond to evolving regional needs and competitive requirements, this plan recommends:

- Maintaining the region's valuable transportation facilities in a state of good repair, while phasing out or replacing obsolete facilities: maintaining a good to excellent rating for 85 to 90 percent of those facilities comprising critical regional transportation gateways and corridors in order to ensure a consistently high quality of services; using systematic asset management to ensure cost-effective use of capital resources; replacing aging facilities based upon economic life-cycle analysis to avoid failures of operational facilities while minimizing unnecessary maintenance costs; and building operational and maintenance safety into new facility design.

Examples of significant Port Authority state-of-good-repair projects included in the ten-year capital plan outlook are: ongoing airport maintenance and modernization, including terminal re-lifing and runway improvements; completion of channel deepening and port modernization; completion of PATH rail car replacement and modernization of signal and power systems, platforms and rail yards; Goethals Bridge replacement, and rehabilitation and modernization of bridge and tunnel structures and electrical, mechanical and ventilation systems.

- Providing secure, reliable, and resilient regional transportation networks, using rigorous risk assessment and established security criteria to set priorities for the protection of existing facilities; building state of the art security into the design of new facilities; strengthening the regional backup planning and disaster response as well as the recovery and restoration capability of regional transportation networks; and reducing the vulnerability of critical transportation bottlenecks by expanding capacity at existing regional facilities and ensuring multiple alternatives for critical regional gateways and corridors.
- Improving operating efficiencies and the environmental performance of regional transportation facilities and systems by expanding the use of regional congestion pricing and other demand management mechanisms, making more intensive use of existing facilities, remediating the inefficiencies and environmental impacts of existing facilities and operating procedures, instituting environmental and energy efficiency initiatives for existing facilities and ongoing operations, and establishing sustainable design guidelines to incorporate energy efficiency, waste minimization, and low environmental impact into the design of new facilities.

The Port Authority is clearly responsible for the elements of this campaign that pertain exclusively to its own facilities and services. However, the plan recommends that as a major regional stakeholder, whose facilities are dependent on the condition of the region's entire transportation network, the Port Authority take a regional leadership role as well, working with other public agencies and with business, civic, trade and environmental organizations to ensure that the region's transportation system consistently provides globally competitive levels of service.

Campaign Five

SEAMLESS REGIONAL TRAVEL

This campaign is concerned with the confusion, delays, and poor quality of service that result from a transportation system that is planned for and managed by more than 25 different agencies. As such, its dominant focus is more on improving institutional relationships than on capital-intensive solutions. The overarching goal of this campaign is to elevate the working relationship among the region's transportation providers to a level that makes it appear, to the user, that the network is run by a single, competent transportation agency. The vision extends to issues of policy, planning, priority setting, construction, and operation. Most of the activity of this campaign will not be visible to the traveling public. But the final results will. The first best candidate projects that will be publicly noticeable are:

- A simple, universal system to pay for tolls and fares. Following on the heels of the success of *E-ZPass*, the region's public transportation operators are collaborating on a unified transit payment system (SmartCard) for commuter rail, PATH, subway, and bus riders. This plan envisions a time when the function of *E-ZPass* and SmartCard can be merged so that any user of any part of the region's transportation system will be able to use the same form of payment.

- A single real-time regional travel information system. Real-time information on traffic tie-ups due to accidents, construction, weather, or road closing is already available in a variety of formats. The vision in this plan is to advance the technology to a new level of service. For example, let's say a traveler on the NJ Turnpike gets caught in a serious traffic jam. She articulates her destination into the regional information system that she carries with her. The system responds with information about three alternate routes, gives her the estimated travel time for each, and also informs her of the differential in cost (tolls, fuel, etc.) so that she can make a choice between speed or price. If one of her options includes getting off the highway and on to a train, the system can give her the information needed on parking availability and price and, perhaps, automatically reserve a parking space for her, should she wish.

Every element of this campaign involves partnerships. As for the payment and information systems referenced above, the Port Authority has put a placeholder in its list of capital projects and candidate strategic investments for the next ten years as an investing partner in both.

The Port Authority Strategic Plan: Transportation for Regional Prosperity

Approved Capital Projects and Candidate Strategic Investments 2006 – 2015

Note: Project numbers in black font indicate projects and project studies included in the current PA capital plan. Funding has been allocated for PA projects through 2007, and the cost of their completion is estimated for 2008-2015. FTA, FEMA, USACE, PFC and airport tenant-funded projects are listed as 'Other'. Numbers in grey font are not included in the current PA capital plan. These include potential future PA capital projects that have not received Board approval. The federal share of such projects, or potential funding by other public organizations or private partners, is listed as 'Other'.

Campaign One

TRANSPORTATION FOR A COMPETITIVE SERVICE EXPORT ECONOMY

Ensure a high quality of air transportation services, airport access, and inter-regional transit to support the increasingly critical role of global trade in business services in retaining and enhancing the region's competitive position.

Strategy 1: Increase air travel capacity and quality

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
New JetBlue terminal, roads & garages at JFK	\$264M		\$517M		\$781M	
New American Airlines terminal parking garage at JFK	\$67M	\$35M	\$10M		\$77M	\$35M
Terminal B modernization at EWR	\$50M	\$29M	\$108M	\$81M	\$158M	\$110M
EWR Terminal A modernization, expansion & structural parking		\$26M	\$221M	\$24M \$900M	\$221M	\$50M \$1.2B
Terminal & roadway improvements at all airports	\$71M		\$14M \$212M		\$85M \$212M	
LGA CTB modernization		\$6M	\$1B	\$25M	\$1B	\$31M
Subtotal: Projects in current PA capital plan	\$452M	\$96M	\$649M	\$130M	\$1.1B	\$226M
Rebuild terminals 2,3 & 6 at JFK			\$750M	\$750M	\$750M	\$750M
JFK runway/taxiway improvements			\$340M		\$340M	
New hotels at EWR and JFK				\$600M		\$600M
Significant increase in airport capacity, e.g., new regional airport, major expansion of existing airports			\$10M	\$1B	\$10M	\$1B
Subtotal: Potential future PA capital projects			\$2.5B	\$3.3B	\$2.5B	\$3.6B

Strategy 2: Improve transit options between airports/intercity rail hubs and regional economic centers

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Ferry to LGA (landings)	\$2M		\$10M		\$12M	
Lower Manhattan rail link to JFK	\$18M		\$35M \$0.5-1.5B	\$3-5B	\$53M \$0.5-1.5B	\$3-5B
Subtotal: Projects in current PA capital plan	\$20M		\$45M		\$65M	
7-car trains for AirTrain Newark			\$57M		\$57M	
Additional cars for AirTrain JFK			\$30M		\$30M	
PATH extension to EWR	\$30M		\$520M		\$550M	
Bus Rapid Transit/priority taxi lane to LGA (see Campaign 2 re funding)						
Rail connections among LGA, JFK and EWR			\$2B	\$2B	\$2B	\$2B
One-seat ride from JFK to Midtown			\$1B		\$1B	
Express rail connection to 4th airport	\$3M		\$1.5B		\$1.5B	
Subtotal: Potential future PA capital projects	\$33M		\$5.6-6.6B	\$5-7B	\$5.6-6.6B	\$5-7B

Strategy 3: Expand inter-regional rail service

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Northeast Corridor inter-regional rail upgrade and expansion	\$1M	\$5M	Up to \$1B	\$5B	\$2B	\$13-19B
Subtotal: Potential future PA capital projects	\$1M	\$5M	Up to \$1B	\$5B	\$2B	\$13-19B

Campaign 1 Total Costs	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Current PA capital plan	\$472M	\$96M	\$694M	\$130M	\$1.2B	\$226M
Potential future projects	\$34M	\$5M	\$9.1-10.1B	\$13.3-15.3B	\$10.2-11.2B	\$21.6-29.6B

Note: Project numbers in black font indicate projects and project studies included in the current PA capital plan. Funding has been allocated for PA projects through 2007, and the cost of their completion is estimated for 2008-2015. FTA, FEMA, USACE, PFC and airport tenant-funded projects are listed as 'Other'. Numbers in grey font are not included in the current PA capital plan. These include potential future PA capital projects that have not received Board approval. The federal share of such projects, or potential funding by other public organizations or private partners, is listed as 'Other'.

Campaign Two

TRANSIT-BASED ECONOMIC GROWTH

Provide the transit service needed to support existing and emerging high-density, multi-purpose growth centers, accommodating new residents and jobs where the regional transportation system can provide efficient accessibility.

Strategy 1: Assure transit access to commercial core

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
WTC transportation hub	\$114M	\$714M	\$171M	\$1.1B	\$285M	\$1.8B
Ferry terminals at WFC, Hoboken	\$77M		\$10M		\$87M	
Access to the Region's Core	\$4M	\$100M	\$1-2B	\$5B	\$4M \$1-2B	\$5.1B
Moynihan Station project	\$10M	\$90M	\$118M	\$680M	\$128M	\$770M
Subtotal: Projects in current PA capital plan	\$205M	\$714M	\$299M	\$1.1B	\$504M	\$1.8B
LIRR East Side Access			\$1.5B	\$6.2B	\$1.5B	\$6.2B
XBL expansion			\$800M		\$800M	
Bus storage & staging for PABT			\$400M	\$100M	\$400M	\$100M
Subtotal: Potential future PA capital projects		\$190M	\$3.7-4.7B	\$12B	\$3.7-4.7B	\$12.2B

Strategy 2: Enhance transit to new and emerging centers

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Hackensack Meadowlands rail link	\$131M		\$5M		\$136M	\$5M
Subtotal: Projects in current PA capital plan	\$131M		\$5M		\$136M	\$5M
PATH 10-car stations at Grove St & Harrison; Exchange Place egress			\$230M		\$230M	
SI N Shore transit service				\$350M		\$350M
SI W Shore road access/transit improvements				\$25M		\$25M
Subtotal: Potential future PA capital projects			\$230M	\$375M	\$230M	\$375M

Strategy 3: Transit-oriented development to help finance improved transit

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
WTC site planning & redevelopment	\$33M	\$241M	\$380M	\$982M	\$413M	\$1.2B
Queens West development	\$45M		\$16M		\$61M	
Hoboken Terminal area development	\$19M	\$50M			\$19M	\$50M
Subtotal: Projects in current PA capital plan	\$97M	\$241M	\$396M	\$982M	\$493M	\$1.2B
EWR/NEC area development	\$5M		\$150M		\$155M	
GWB bus station area development			\$150M		\$150M	
Jamaica AirTrain area development	\$50M	\$50M	\$100M	\$225M	\$150M	\$275M
Lower Manhattan-JFK rail link ROW development			\$50M	\$300M	\$50M	\$300M
Subtotal: Potential future PA capital projects	\$55M	\$100M	\$450M	\$525M	\$505M	\$625M

Strategy 4: Create a comprehensive policy and investment framework for transit-oriented development

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
New regional ferry projects (LGA ferry is included in Campaign 1)	\$18M		\$90M		\$108M	
Bus Rapid Transit (BRT) in region's urban areas			\$50M		\$50M	
Subtotal: Potential future PA capital projects	\$18M		\$140M		\$158M	

Campaign 2 Total Costs	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Current PA capital plan	\$433M	\$955M	\$700M	\$2.1B	\$1.1B	\$3B
Potential future projects	\$73M	\$290M	\$4.5-5.5B	\$12.9B	\$4.6-5.6B	\$13.2B

Note: Project numbers in black font indicate projects and project studies included in the current PA capital plan. Funding has been allocated for PA projects through 2007, and the cost of their completion is estimated for 2008-2015. FTA, FEMA, USACE, PFC and airport tenant-funded projects are listed as 'Other'. Numbers in grey font are not included in the current PA capital plan. These include potential future PA capital projects that have not received Board approval. The federal share of such projects, or potential funding by other public organizations or private partners, is listed as 'Other'.

Campaign Three

EFFICIENT GOODS MOVEMENT NETWORK

Provide the region's businesses and consumers with a goods movement system that accommodates forecasted demand; provides competitive levels of reliability, speed and cost; and minimizes environmental and community impacts.

Strategy 1: Improve productivity of transportation network serving local markets

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Dredging harbor to 50'	\$109M	\$120M	\$598M	\$762M	\$707M	\$882M
Subtotal: Projects in current PA capital plan	\$109M	\$120M	\$598M	\$762M	\$707M	\$882M
Raise Bayonne Bridge clearance			\$500M	\$500M	\$500M	\$500M
Multi-tenant air cargo facilities close to EWR, on airport at JFK	\$7M		\$87M		\$94M	
Port Fields			\$82M		\$82M	
Local freight distribution centers			\$100M	\$45M	\$100M	\$45M
Rapid dispatch port terminal gates	\$6M				\$6M	
Regional, interagency intelligent transportation systems (ITS)			\$27M	\$27M	\$27M	\$27M
Trusted Trucker at PA crossings (C- Vision)			\$2M		\$2M	
Portway (Phase I)			\$192M	\$780M	\$192M	\$780M
Goethals Bridge priority access to NY Container Terminal			\$30M		\$30M	
Enhanced road/facility traffic information system			\$16M	\$16M	\$16M	\$16M
Electronic tag readers at key entry points to congested areas			\$5M	\$5M	\$5M	\$5M
National rail linkage enhancements	\$25M	\$25M	\$25M	\$25M	\$50M	\$50M
East of Hudson rail medium-term enhancements	\$6M		\$44M	\$50M	\$50M	\$50M
Upgraded domestic rail float system			\$45M	\$45M	\$45M	\$45M
Subtotal: Potential future PA capital projects	\$44M	\$25M	\$1.2B	\$1.5B	\$1.2B	\$1.5B

Strategy 2: Speed non-local freight out of the region

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Rapid expansion of ExpressRail	\$135M		\$117M		\$252M	
	\$19M		\$124M		\$143M	
Howland Hook expansion	\$49M		\$16M		\$65M	
Subtotal: Projects in current PA capital plan	\$184M		\$133M		\$317M	
Dedicated truck roadways to warehouse districts			\$375M	\$375M	\$375M	\$375M
Shuttle train services to warehouse districts			\$34M	\$45M	\$34M	\$45M
Short Sea Shipping terminals			\$60M	\$60M	\$60M	\$60M
Subtotal: Potential future PA capital projects	\$19M		\$593M	\$480M	\$612M	\$480M

Strategy 3: Expand capacity of goods movement corridors

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Domestic waterborne freight network			\$80M	\$75M	\$80M	\$75M
Improved truck access to JFK, i.e., new Van Wyck lanes			\$200M	\$800M	\$200M	\$800M
Cross Bronx Expwy improvements			\$100M	\$900M	\$100M	\$900M
Targeted improvements to regional infrastructure – See Campaign 4						
Subtotal: Potential future PA capital projects			\$380M	\$1.8B	\$380M	\$1.8B

Campaign 3 Total Costs	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Current PA capital plan	\$293M	\$120M	\$731M	\$762B	\$1B	\$882M
Potential future projects	\$63M	\$25M	\$2.1B	\$3.7B	\$2.1B	\$3.8B

Note: Project numbers in black font indicate projects and project studies included in the current PA capital plan.

Funding has been allocated for PA projects through 2007, and the cost of their completion is estimated for 2008-2015.

FTA, FEMA, USACE, PFC and airport tenant-funded projects are listed as 'Other'.

Numbers in grey font are not included in the current PA capital plan.

These include potential future PA capital projects that have not received Board approval.

The federal share of such projects, or potential funding by other public organizations or private partners, is listed as 'Other'.

Campaign Four

SOUND, SECURE, STATE-OF-THE-ART INFRASTRUCTURE

Reaffirm the agency's commitment to responsible stewardship of critical regional transportation assets: maintaining key travel gateways and corridors to globally competitive standards, providing consistently high levels of reliability, safety and security, and using best available technologies and management practices to reduce costs and promote sustainability.

Strategy 1: Maintain existing assets in sound condition

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
State of good repair & mandatory maintenance investments:						
• TB&T	\$277M		\$1.7B		\$2B	
• Aviation	\$394M		\$434M		\$828M	
• Port	\$95M	\$174M	\$168M	\$52M	\$263M	\$226M
• PATH (includes new rail cars)	\$295M		\$766M		\$1.1B	
Subtotal: Projects in current PA capital plan	\$1.1B	\$174M	\$3.1B	\$52M	\$4.2B	\$226M
Deferred 2006-7 projects:						
• TB&T			\$495M		\$495M	
• Aviation			\$365M		\$365M	
• Port			\$124M		\$124M	
• PATH (signal replacement)			\$253M		\$253M	
Total PA deferred 2006-7 projects			\$1.2B		\$1.2B	
New initiatives:						
• TB&T			\$1.8B		\$1.8B	
• Aviation			\$2.6B		\$2.6B	
• Port			\$193M		\$193M	
• PATH			\$290M		\$290M	
Total PA new initiatives			\$4.9B		\$4.9B	
Subtotal: Potential future PA capital projects			\$6.1B		\$6.1B	

Strategy 2: Provide secure, reliable, resilient transportation networks

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Security improvements	\$260M	\$56M	\$140M \$600M	\$15M	\$400M \$600M	\$71M
Subtotal: Projects in current PA capital plan	\$260M	\$56M	\$140M	\$15M	\$400M	\$71M
Subtotal: Potential future PA capital projects			\$600M		\$600M	

Strategy 3: Improve operating efficiencies and environmental performance

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Environmental remediation & mitigation	\$27M		\$46M		\$73M	
Subtotal: Projects in current PA capital plan	\$27M		\$46M		\$73M	
Improved environmental design			\$73-146M		\$73-146M	
Subtotal: Potential future PA capital projects			\$73-146M		\$73-146M	

Campaign 4 Total Costs	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Current PA capital plan	\$1.4B	\$230M	\$3.3B	\$67M	\$4.6B	\$297M
Potential future projects			\$6.8-6.9B		\$6.8-6.9B	

Note: Project numbers in black font indicate projects and project studies included in the current PA capital plan.

Funding has been allocated for PA projects through 2007, and the cost of their completion is estimated for 2008-2015.

FTA, FEMA, USACE, PFC and airport tenant-funded projects are listed as 'Other'.

Numbers in grey font are not included in the current PA capital plan.

These include potential future PA capital projects that have not received Board approval.

The federal share of such projects, or potential funding by other public organizations or private partners, is listed as 'Other'.

Campaign Five

SEAMLESS REGIONAL TRAVEL

Partner with the region's transportation providers to create seamless travel options for people and goods movement throughout the NY-NJ region.

Strategy 1: Eliminate institutional and geographic barriers for travel

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
No capital projects						

Strategy 2: Simplify payment of tolls and fares

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Regional fare collection			\$50M	\$600M	\$50M	\$600M
Regional toll collection			\$100M	\$600M	\$100M	\$600M
Subtotal: Potential future PA capital projects			\$150M	\$1.2B	\$150M	\$1.2B

Strategy 3: Provide timely travel information and options

Project	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
New regional ITS investments						
• Data gathering infrastructure		\$6M	\$85M	\$810M	\$86M	\$816M
• Real-time traveler information	\$1M	\$22M		\$60M		\$82M
• Information exchange networks		\$3M	\$15M	\$30M	\$15M	\$33M
Subtotal: Potential future PA capital projects	\$1M	\$31M	\$100M	\$900M	\$101M	\$931M

Campaign 5 Total Costs	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Current PA capital plan						
Potential future projects	\$1M	\$31M	\$250M	\$2.1B	\$251M	\$2.1B

Note: Project numbers in black font indicate projects and project studies included in the current PA capital plan. Funding has been allocated for PA projects through 2007, and the cost of their completion is estimated for 2008-2015. FTA, FEMA, USACE, PFC and airport tenant-funded projects are listed as 'Other'. Numbers in grey font are not included in the current PA capital plan. These include potential future PA capital projects that have not received Board approval. The federal share of such projects, or potential funding by other public organizations or private partners, is listed as 'Other'.

Summary of 2006 – 2015 Capital Costs

	2006-7 Cost		Est. 2008-15 Cost		Est. Total Cost to Completion	
	PA	Other	PA	Other	PA	Other
Campaign 1 Capital Costs	\$472M \$34M	\$96M \$5M	\$694M \$9.1-10.1B	\$130M \$13.3-15.3B	\$1.2B \$10.2-11.2B	\$226M \$21.6-29.6B
Campaign 2 Capital Costs	\$433M \$73M	\$955M \$290M	\$700M \$4.5-5.5B	\$2.1M \$12.9B	\$1.1B \$4.6-5.6B	\$3B \$13.2B
Campaign 3 Capital Costs	\$293M \$63M	\$120M \$25M	\$731M \$2.1B	\$762M \$3.7B	\$1B \$2.1B	\$882M \$3.8B
Campaign 4 Capital Costs	\$1.3B	\$230M	\$3.3B \$6.8-6.9B	\$67M	\$4.6B \$6.8-6.9B	\$297M
Campaign 5 Capital Costs	\$1M	\$31M	\$250M	\$2.1B	\$251M	\$2.1B
Total Costs for Campaigns 1-5	\$2.5B \$171M	\$1.4B \$351M	\$5.4B \$23-24.9B	\$3B \$32.1-34.1B	\$8B \$24.1-26.1B	\$4.4B \$40.7-48.6B
Additional PA Capital Projects	\$386M		\$235M		\$621M	
Total PA Capital Projects Cost	\$2.9B \$171M	\$1.4B \$351M	\$5.6B \$23-24.9B	\$3B \$32.1-34.1B	\$8.6B \$24.1-26.1B	\$4.4B \$40.7-48.6B

Note: Numbers may not add precisely, due to rounding.

Note: Project numbers in black font indicate projects and project studies included in the current PA capital plan.

Funding has been allocated for PA projects through 2007, and the cost of their completion is estimated for 2008-2015.

FTA, FEMA, USACE, PFC and airport tenant-funded projects are listed as 'Other'.

Numbers in grey font are not included in the current PA capital plan.

These include potential future PA capital projects that have not received Board approval.

The federal share of such projects, or potential funding by other public organizations or private partners, is listed as 'Other'.

**FOR ADDITIONAL DETAILS
ABOUT THE PORT AUTHORITY
STRATEGIC PLAN, PLEASE
CALL 212-435-4469, OR VISIT
www.panynj.info.**



THE PORT AUTHORITY OF NY & NJ

THE PORT AUTHORITY OF NY & NJ
225 PARK AVENUE SOUTH
NEW YORK, NY 10003
212-435-7000 • www.panynj.info