

A PLAN FOR MODERN TIMES

The five campaigns of the Port Authority strategic plan can mobilize the region's resources to create a coordinated program of shared vision and investment in the region's future prosperity and quality of life.



TIME FOR A SMARTER WAY

By planning together, investing together, and building together, we can create a high quality transportation infrastructure to ensure that our transportation systems are ready for the unprecedented growth that is expected by 2020.



THE TIME IS NOW

The Port Authority and its partners recognize the need to plan today for the future transportation needs of the region's rapidly growing population and economy – not alone, as isolated entities, but together in partnership.



To learn more about the Port Authority strategic plan or to obtain a copy of the plan, call (212) 435-4469 or go to www.panynj.info.

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THE PORT AUTHORITY
Strategic Plan

THE 5 CAMPAIGNS

TRANSPORTATION FOR REGIONAL PROSPERITY


THE PORT AUTHORITY
OF NY & NJ

CAMPAIGN 1

Regional Competitiveness

As one of the world's greatest economies, the New York and New Jersey region is a hub for the newest form of exports: the sale of highly-valued services – such as entertainment, cultural and hospitality services, as well as financial, legal, business, creative, and medical know-how – to people and businesses beyond this region. Since these economic transactions rely on face-to-face exchanges between the region's talented people and firms and their customers throughout the nation and world, the ability to travel easily to and from the region is critical to our global competitiveness.

To grow and prosper, these "service-export" firms need high-quality transportation connections between the region and other parts of the nation and the world. To accomplish this, Campaign 1 proposes to:

- increase air travel capacity and quality through upgrading and modernizing airport facilities and services and addressing the limitations of our three-airport system;
- improve travel options to and from our regional gateways by investing in world-class transit access, including reliable, fast, and frequent one-seat rides between our airports and the region's major business/commercial centers; and
- expand inter-regional rail service in the Northeast Corridor, improving its speed, frequency, safety, and quality of service.



CAMPAIGN 2

Transit-based Economic Growth

New York and New Jersey regional commuters lose 400 million hours each year on average – the equivalent of \$7 billion in income – to congestion on the region's highways and river crossings. By 2020, congestion will only worsen. The region will be home to 1.6 million more residents and 1.4 million more jobs. Add to this 40 percent more air passengers, 60 percent more PATH passengers, and 100 percent more port cargo.

To accommodate these new residents and jobs without worsening congestion, the region must increase the usage of transit. Campaign 2 calls on us to:

- add new transit options to congested areas that rely on aging transit facilities, expanding rush-hour capacity on major transit corridors serving our key central business districts and commercial centers;
- enhance transit to new and emerging centers of employment, residence, culture, and retailing, including a restored downtown Manhattan;
- develop vibrant new urban centers at transit hubs, transforming transit hubs in older communities into multi-purpose urban growth centers while generating new sources of financial support for transit; and
- create incentives that consistently encourage commuting by transit, and adopting public transportation investment and pricing policies that discourage peak period auto use where attractive transit alternatives are available.



CAMPAIGN 3

Moving Goods Effectively and Expeditiously

Consumers and businesses within the New York-New Jersey metropolitan area purchase several hundred million tons of goods per year. Most of these are imported and arrive at our homes and offices using the same congested highways and rail networks as travelers. We expect regional goods consumption to grow, together with regional income, as much as 3.6 percent per year. To keep our economy robust, we must do better at moving goods quickly, effectively, dependably and affordably within our region.

Campaign 3 offers a multi-pronged approach to get goods to their markets more reliably and efficiently so that we can:

- improve the productivity of existing freight networks through targeted investments in new freight technologies, highway and rail systems, completion of harbor deepening, and incentives to encourage off-peak use of the region's highways and rail systems for goods movement;
- minimize truck-miles within the region, quickly moving non-local freight out of the region through a new system of distribution centers and warehouses located near the port and air cargo centers, increasing use of freight ferries, and new rail spur connections to intermodal freight centers; and
- increase capacity along key goods movement corridors with new waterborne or rail freight service and targeted improvements to constrained highways, such as dedicated truck lanes.



CAMPAIGN 4

Ensuring Safe, Reliable, and Secure Transportation

Today, this region's transportation agencies are being challenged as never before. An aging infrastructure is forcing tough decisions on the costs and benefits of maintenance and repair versus demolition and new construction. New facilities must meet ever-rising standards for safety and environmental sustainability. And, unprecedented threats require costly but essential investments in state-of-the-art security systems.

Campaign 4 reaffirms the strong commitment of the region's transportation providers to be responsible stewards of our rich legacy of transportation assets, and promises a vigorous response to new challenges in order to:

- maintain the region's valuable transportation facilities in a state of good repair that meets globally competitive standards, phasing out or replacing aging facilities, and building higher safety standards into new facility design;
- provide secure, reliable, and resilient transportation networks by protecting existing facilities, designing state-of-the-art security into new facilities, and building additional capacity into critical regional gateways and corridors; and
- improve operating efficiencies and environmental performance, using the best available technologies and management practices to reduce costs and promote sustainability.



CAMPAIGN 5

Creating Seamless Regional Travel

Because our current transportation system is planned for and managed by 25 different agencies, the region's commuters and visitors often traverse three or more facilities, each operated by a different agency, during the course of a single trip. That makes the goal of coordination a difficult one.

Campaign 5 calls for the creation of seamless travel options for people and goods movement throughout the region. Through strengthened partnerships among a wide range of public and private organizations who together will plan, set policy and priorities, build and operate critical regional infrastructure, this campaign calls upon the region's transportation providers to:

- reduce institutional and geographic barriers for travel, eventually eliminating them in the eyes and experience of our customers;
- simplify payment of tolls and fares, creating a universal system to enable any user of any part of the region's transportation system to use a single form of payment; and
- provide timely travel information, creating a real-time regional travel information system that gives commuters and other travelers immediate access to information about any problems, and provides options to help them adjust their plans.

