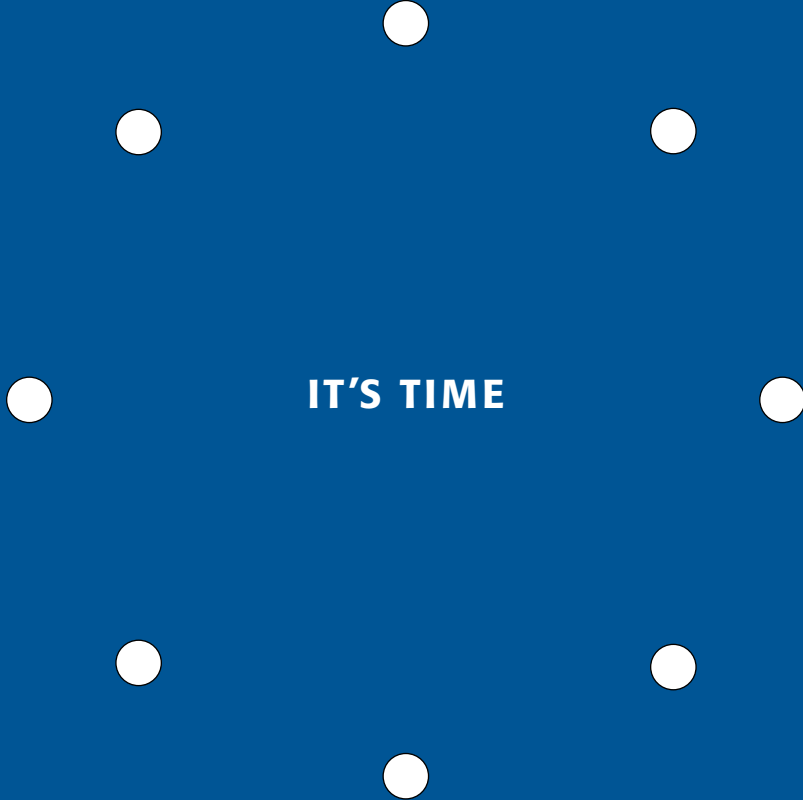


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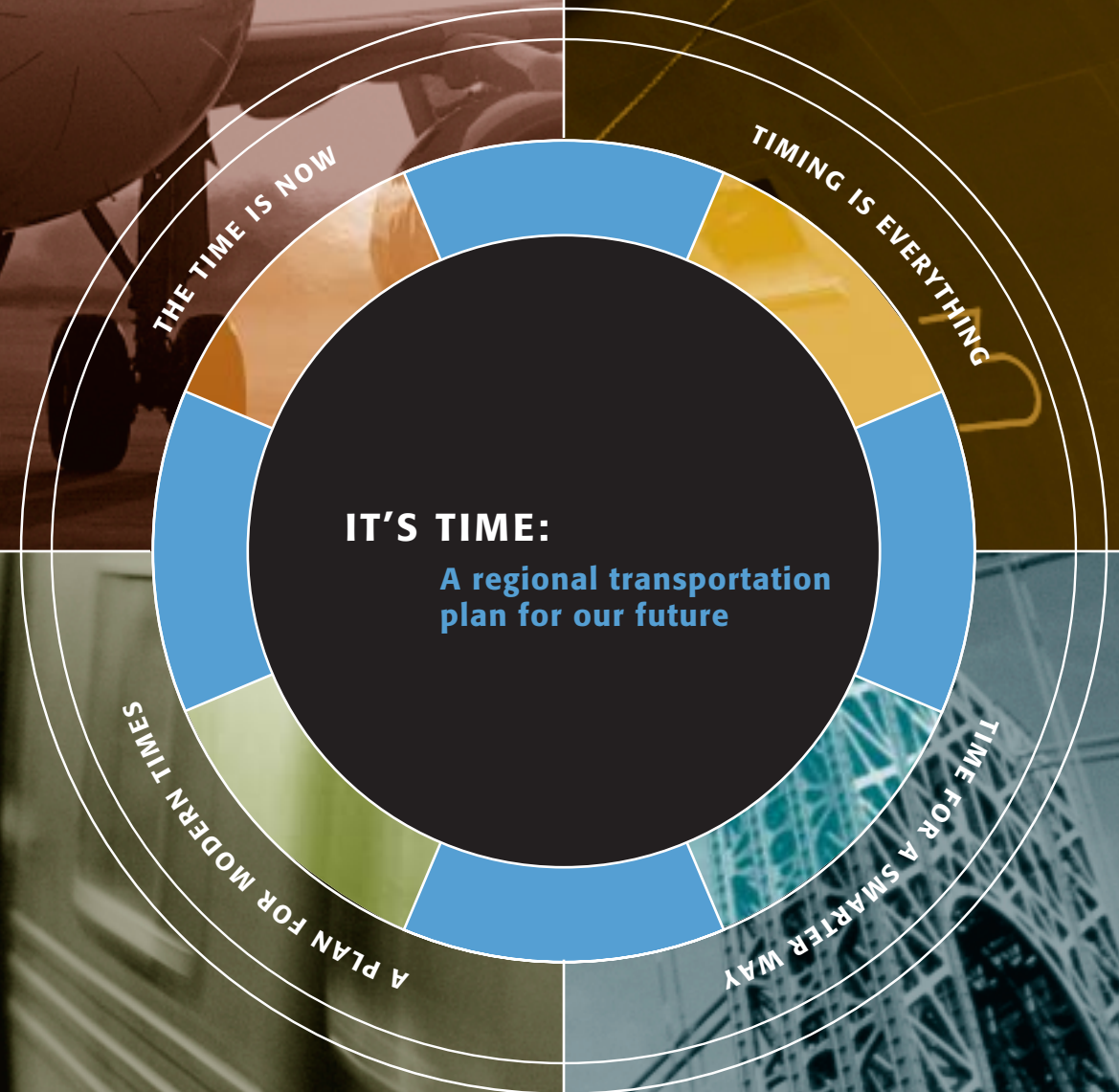


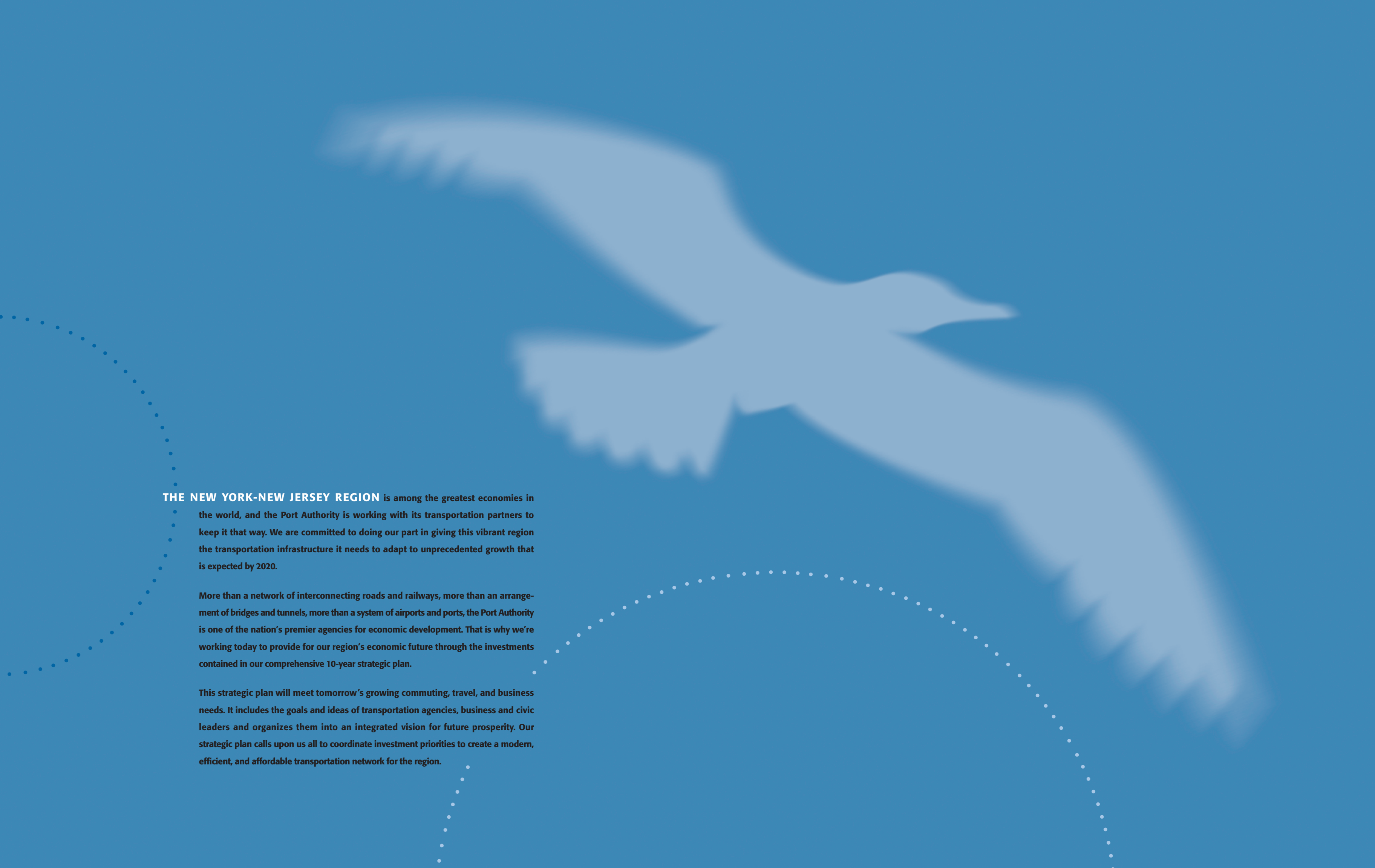
IT'S TIME

THE MISSION of The Port Authority of New York and New Jersey 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.



THE PORT AUTHORITY OF NY & NJ





THE NEW YORK-NEW JERSEY REGION is among the greatest economies in the world, and the Port Authority is working with its transportation partners to keep it that way. We are committed to doing our part in giving this vibrant region the transportation infrastructure it needs to adapt to unprecedented growth that is expected by 2020.

More than a network of interconnecting roads and railways, more than an arrangement of bridges and tunnels, more than a system of airports and ports, the Port Authority is one of the nation’s premier agencies for economic development. That is why we’re working today to provide for our region’s economic future through the investments contained in our comprehensive 10-year strategic plan.

This strategic plan will meet tomorrow’s growing commuting, travel, and business needs. It includes the goals and ideas of transportation agencies, business and civic leaders and organizes them into an integrated vision for future prosperity. Our strategic plan calls upon us all to coordinate investment priorities to create a modern, efficient, and affordable transportation network for the region.

TRANSPORTATION: *It's more than a mode of travel. It's a network of complex systems that together keep commerce and people moving. When it keeps pace with emerging needs, it's a vital partner in the building of robust economies. When it does not, it can hurt whole industries and the quality of life for countless citizens.*

THE TIME IS NOW:



**Transportation as the solution,
not the problem**

Today, the New York-New Jersey region is at a crossroads. A transportation crisis looms on its horizon. As in many large urban areas, clogged roads, bottlenecked tunnels and bridges, and constant airport delays are part of everyday life. Much of our infrastructure is antiquated, over-burdened, inefficient, and lacking in aesthetic appeal. Stepped-up efforts to protect our transportation system against security threats have added a new layer of cost and inconvenience.

But these transportation challenges are more than just a nuisance. Behind the frustration are real costs. The region's commuters lose on average 400 million hours each year, the equivalent of \$7 billion in income, to congestion on

the region's highways and river crossings. Airport travelers, many of whom are here to conduct business, face delays and inadequate transit connections. At the docks, trucks idle for hours waiting to load cargo.

OUR GLOBAL COMPETITORS ARE INVESTING IN NEW TRANSPORTATION SERVICES. CLEARLY, IT'S TIME FOR OUR REGION TO INVEST IN NEW TRANSPORTATION OPTIONS. TRANSPORTATION SHOULD SOLVE OUR PROBLEMS, NOT BE OUR PROBLEM. IT'S THE FOUNDATION FOR A HEALTHY, GROWING, AND THRIVING ECONOMY.

PLANNING: Nowhere is timing more relevant than in the movement of people, goods, and services. In transportation planning, timing is everything. If a region is too late in anticipating its future mobility needs, it simply cannot adapt later on. Opportunities are lost. The economic landscape changes. The heart of a region goes adrift.

TIMING IS EVERYTHING:



Planning today for our future transportation needs

By offering a comprehensive 10-year strategic plan that envisions many partners, the Port Authority is working today to ensure that our infrastructure can respond to tomorrow's rapidly growing commuting, travel and business needs.

Just think: by 2020, the region will be home to 1.6 million more residents, 1.4 million more jobs, and a \$500 billion increase in Gross Regional Product. Add to this 40 percent more air passengers, 60 percent more PATH passengers, and 100 percent more port cargo. This is all good news if we plan for it now.

This remarkable growth will occur primarily in service-based jobs – those that depend on the skills and talents of people. Their efficient movement will be essential to our global

competitiveness. More than ever before transportation will serve as the catalyst for our region's growth. This is our challenge.

IN PLANNING, TIMING IS EVERYTHING. THE PORT AUTHORITY, TOGETHER WITH ITS PARTNERS, IS PLANNING TODAY FOR OUR FUTURE. BY DEFINING OUR TRANSPORTATION CHALLENGES SOONER RATHER THAN LATER AND BY MAKING INFRA-STRUCTURE INVESTMENTS EARLIER, WE CAN RESPONSIBLY REBUILD OUR TRANSPORTATION SYSTEM TO MEET THE EMERGING NEEDS OF OUR GROWING REGION.

INVESTING: *To secure our region’s economic health, we must expand our focus from fixing our current problems as they emerge to building for the future. That’s why the Port Authority proposes mobilizing all of the region’s resources to create a coordinated program of shared vision and investment.*

A PLAN FOR MODERN TIMES:



Investing in a regional strategic transportation plan

Modern times require creative regional solutions to our transportation needs. The Port Authority strategic plan offers a coordinated approach, organized into five transportation goals, or campaigns. This strategy will enable our region to:

- support our service-based economy by building systems that move more people in and out of the region more efficiently and effectively;
- create modern, efficient public transit that serves commuters in existing and emerging population and job centers;
- provide the freight industry with reliable, fast, and affordable ways to deliver their goods to the region;

- upgrade and maintain our existing infrastructure to state-of-the-art standards of service, safety, and security; and
- bring about seamless regional travel.

THE PORT AUTHORITY STRATEGIC PLAN IS A PLAN FOR MODERN TIMES. NO LONGER CAN WE AFFORD TO ADDRESS OUR TRANSPORTATION CHALLENGES ALONE AS ISOLATED ENTITIES. BY WORKING TOGETHER IN PARTNERSHIPS, AS PROUD INVESTORS IN OUR REGION, WE CAN REALIZE ECONOMIC PROSPERITY FOR OUR RESIDENTS, BUSINESSES, AND VISITORS FOR GENERATIONS TO COME.

PARTNERING: *There is a smarter way to build the region's future. By planning together, setting priorities together, and investing together, we can build a high quality transportation infrastructure that will serve our changing population and economy and ensure our future stature as one of the world's greatest metropolitan centers.*

TIME FOR A SMARTER WAY:



**Partnering for
our region's prosperity**

The Port Authority strategic plan is regional in vision and scope. Developed over a two-year period, the Port Authority actively sought the expertise and opinions of our public and private partners. We listened to our customers as well as business and civic leaders, all of whom had a voice in shaping this vision.

But this is only the beginning. As we subject proposed investments to analysis, evaluation, and refinement, we will require critical and ongoing interactions with all of the region's transportation stakeholders. We will look to all our partners to help set regional priorities and invest our resources to bringing this plan to reality.

While our vision is ambitious, we are confident of its starting point: a comprehensive approach that seeks to unite the missions of the region's many diverse partners around a central shared goal – to ensure our transportation systems are ready for the future.

IT'S TIME FOR A SMARTER WAY TO PREPARE FOR OUR TRANSPORTATION NEEDS. IT'S TIME FOR ALL TRANSPORTATION PARTNERS TO PLAN TOGETHER, INVEST TOGETHER, AND BUILD TOGETHER TO STRENGTHEN AND CULTIVATE OUR REGION'S FUTURE.

A PARTNERSHIP TO BUILD ON

The Port Authority strategic plan was developed with input from a variety of stakeholders, including the region’s transportation partners and major business leaders. Through our outreach efforts, the Port Authority gained valuable and essential insight into the region’s transportation challenges and opportunities. We would like to thank the representatives of the following organizations for their thoughtful comments on the development of the plan and look forward to working with them and many other regional leaders throughout its implementation.

- AMB PROPERTY CORPORATION
- ASSOCIATION OF BI-STATE MOTOR CARRIERS, INC.
- CATELLUS/PRO LOGIS MATRIX DEVELOPMENT
- CITY UNIVERSITY OF NEW YORK,
UNIVERSITY TRANSPORTATION RESEARCH CENTER
- COSCO CONTAINER LINES AMERICAS, INC.
- DHL
- EMPIRE STATE DEVELOPMENT CORPORATION
- ENVIRONMENTAL DEFENSE
- EXPEDITORS INTERNATIONAL OF WASHINGTON, INC.
- HEINEKEN
- LINENS-N-THINGS
- METROPOLITAN TRANSPORTATION AUTHORITY
- NATURAL RESOURCES DEFENSE COUNCIL
- NEW ENGLAND MOTOR FREIGHT
- NEW JERSEY ALLIANCE FOR ACTION
- NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY
- NEW JERSEY OFFICE OF COUNTER-TERRORISM
- NEW JERSEY DEPARTMENT OF TRANSPORTATION
- NEW JERSEY TRANSIT
- NEW JERSEY TURNPIKE AUTHORITY
- NEW YORK BUILDING CONGRESS
- NEW YORK CITY DEPARTMENT OF CITY PLANNING
- NEW YORK CITY DEPARTMENT OF TRANSPORTATION
- NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION
- NEW YORK CITY OFFICE OF THE DEPUTY MAYOR
FOR ECONOMIC DEVELOPMENT AND REBUILDING
- NEW YORK CITY TRANSIT
- NEW YORK CONTAINER TERMINAL
- NEW YORK METROPOLITAN TRANSPORTATION COUNCIL
- NEW YORK/NEW JERSEY FREIGHT FORWARDERS ASSOCIATION
- NEW YORK STATE DEPARTMENT OF HOMELAND SECURITY
- NEW YORK STATE DEPARTMENT OF TRANSPORTATION
- NEW YORK STATE THRUWAY AUTHORITY
- NEW YORK UNIVERSITY: ROBERT F. WAGNER GRADUATE SCHOOL
OF PUBLIC POLICY; RUDIN CENTER FOR TRANSPORTATION POLICY
AND MANAGEMENT; REAL ESTATE INSTITUTE
- NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY
- PACE MOTOR LINES
- PARTNERSHIP FOR NEW YORK CITY
- PRINCETON UNIVERSITY, POLICY RESEARCH INSTITUTE
FOR THE REGION
- REAL ESTATE BOARD OF NEW YORK
- REGIONAL PLAN ASSOCIATION
- RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY
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