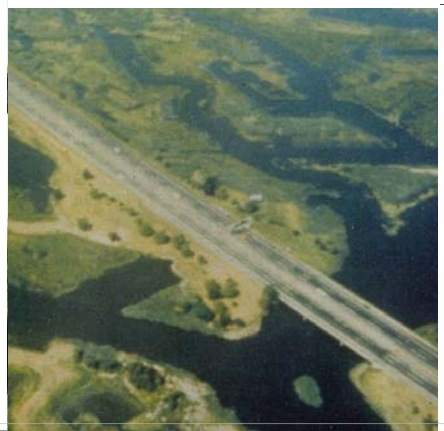
Meadowlands Mobility 2030

New Jersey Meadowlands Commission



Meadowlands Mobility 2030

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CHAPTER 1

VISION STATEMENT

The New Jersey Meadowlands Commission (NJMC) has adopted a new comprehensive Master Plan and a new set of zoning regulations to achieve the goals and objectives of the Master Plan. While all systems, from the natural to the economic, have been factored in and considered, it is understood that their inter-relationships are both complex and delicate. The success of achieving the economic promise of the new Master Plan is absolutely dependent upon a modern transportation network being in place to support it. The anticipated economic growth, redevelopment, new jobs, and vitality of an increasingly vibrant Meadowlands business and tourism destination depend upon the capacity, efficiency, and reliability of the transportation system.

In this *Meadowlands Mobility 2030* technical report, the Master Plan is complemented by a strategic assessment of the circulatory network in and around the Meadowlands District. This analysis specifically targets surface transportation. It focuses upon the physical infrastructure as well as the softer resources that can be programmatically utilized to enhance the mobility of the Meadowlands region. The premise being that the successful realization of enhanced mobility is a primary key to unlock the promise of the Master Plan.

This plan is the culmination of the efforts of all of the major transportation agencies that have an interest in this part of New Jersey and the greater metropolitan region. Each agency set forth projects which have realistic prospects of being achieved within the timeframe of the build-out of the new NJMC Master Plan. *Meadowlands Mobility 2030* establishes the framework of an operational strategy – an intergovernmental and multi-agency initiative – whereby investments will be made, new rail tracks laid, bridges replaced, new connections and links fostered, programs implemented, and resources provided.

Meadowlands Mobility 2030 envisions the Meadowlands in the year 2030 -- just as the Master Plan does – as a region that will have experienced the benefits of more than $5 billion in additional capital investment and more than 55,000 additional jobs; a Meadowlands that not only will have saved and reclaimed its wetlands and estuaries, but will have done so in such a fashion that it will be recognized as one of America's foremost urban environmental sanctuaries; and a Meadowlands that will have a transportation infrastructure that complements and enhances a dynamic and competitive economy, a world class destination market, and fourteen thriving constituent communities.

Meadowlands Mobility 2030 makes the case, in a clear and compelling manner, for the work that will have to be done from the vantage point of transportation and mobility to realize and sustain such a vision for the Meadowlands. It details projects that must happen while accounting for projects that may happen. It considers the conceptual, operational, and financial framework in which all that is pinpointed can be advanced.

The Transportation Systems Strategies cited in the NJMC Master Plan which created the impetus for this transportation plan for the Meadowlands District, are as follows:

Strategy 1-- Enhance coordination and cooperation among local and regional transportation agencies.

Meadowlands Mobility 2030 is viewed as an ongoing process that will continue to bring all the involved agencies, elected officials, and stakeholders together in a consensus-building manner to implement projects and fulfill strategies.

Strategy 2 – Improve the inter-relationship between land use and the transportation system through the NJMC's policies and regulations.

The new Master Plan, new zoning regulations, and *Meadowlands Mobility 2030* complement one another. All projects will be examined and implemented, only when, and if, mobility is assured. As such, we will work to assure that redevelopment and land use projects reinforce the utilization of public transit.

Strategy 3 – Promote vehicular free-flow throughout the District.

This is a core element of *Meadowlands Mobility 203*0. While recognizing that vehicular free flow is unachievable during the morning and evening rush hours in this heavily traveled corridor, we will work to manage and alleviate congestion and assure that conditions for the traveling and commuting public remain tolerable.

Strategy 4 – Encourage the use of transit through an integrated transit and multi-modal transportation system

This is a core element of *Meadowlands Mobility 2030*.

Strategy 5 – Promote pedestrian movement and bicycle access in an integrated system

Strategic tools are detailed in Chapter 10 of the new Master Plan.

Strategy 6 – Foster the development of an integrated intermodal freight system

This is a core element of *Meadowlands Mobility 2030*.

It is interesting to note that Abraham Lincoln began his career in public service in the Sangamon County District of Illinois as an advocate of good planning, better transportation, bringing in the railroad, and creatively advancing the commercial navigability of the river. His platform was what one might call a smart growth strategy and in advancing it, he argued, "a man should be proud of the place in which he lives and he should live so that his place will be proud of him." In *Meadowlands Mobility 2030,* the New Jersey Meadowlands Commission presents a realistic

and strategic transportation planning program and it manifests its pride in the place for which it is a steward, a place that is uniquely positioned to remain a tremendous resource for New Jersey and its people. Through this plan, the NJMC further demonstrates its determination to maximize the potential and the promise of the Meadowlands that is envisioned in the Master Plan. Finally, with *Meadowlands Mobility 2030* and the new Master Plan, the NJMC trusts that the present and future Commissions responsible for this great region will do justice to the District and that this unique, 30 square mile region that traverses two counties and fourteen municipalities, will one day be proud of us.

CHAPTER 2

OVERVIEW OF MEADOWLANDS TRANSPORTATION ACCOMPLISHMENTS AND NEEDS

From historic times, the ability to traverse the Meadowlands in order to move people and goods has been a high priority. There have been numerous new roads, bridges, and rail lines, as well as expansions and improvements to existing infrastructure over the years. While substantial infrastructure exists throughout and in close proximity to the Meadowlands District, the transportation network still experiences the needs and stresses that accompany a growing metropolis.

Transportation Accomplishments

A review of the transportation history of the Meadowlands over the course of the last 30 years reveals that a number of critical transportation challenges confronting the district were achieved. Notable among them are:

- Construction of the Frank R. Lautenberg Rail Station at Secaucus Junction
- Replacement of the Route 3 Berry's Creek Bridge
- Large scale roadway improvement projects including widenings, safety barrier installations, and grade crossings at key locations such as Washington Avenue in Carlstadt, Paterson Plank Road between Secaucus and North Bergen, New County Road in Secaucus, and Route 120 in East Rutherford and Carlstadt

A number of private developers have also made significant investments for on and off-site transportation enhancements that support economic investment and growth. Many of these improvements have been required in conjunction with zoning approvals issued by the NJMC. Meadowlands Parkway, the now closed Harmon Cove Train Station, and ramps at Plaza Drive and Route 3, for instance, were constructed by Hartz Mountain Industries. Development projects may also cause the need for smaller types of transportation improvements such as traffic signals or minor roadway improvements altering features like existing alignment or width – numerous developers have been responsible for providing such improvements over the years to accommodate their specific projects.

Periodically, bus lines were adjusted, expanded, and added. The first Transportation Management Association (TMA) in the State of New Jersey, Meadowlink, was established in the Meadowlands. Meadowlink's aggressive exploration of transportation demand management

options and implementation of shuttle bus systems has been a benefit to employees and businesses alike. Many employers in the region are directly serviced today by such shuttles, including the Federal Reserve Bank, Aramark, United Parcel Service and other businesses located at key employment centers such as the Meadows Office Complex, Harmon Meadow, and south Secaucus.

Today, many programmatic improvements of high impact and benefit are coming together to dramatically support the economic and job generation promise of a new Master Plan. Among these improvements are:

- Implementation of a two-phased plan with definition and financing to bring a Rail Spur and a Rail Station directly into the Meadowlands Sports Complex - this plan fosters area-wide transit connections, building upon the investment at Secaucus Junction, by linking the heart of the Meadowlands to the entire statewide New Jersey Transit (NJ Transit) system

- Expanded rail service on the Pascack Valley Line, including hourly off-peak service

- Major improvements along the Route 3 Corridor from Route 17 on the east to Main Avenue in Clifton on the west - the project includes eight bridge replacements or upgrades including the replacement of the Route 3 Bridge at the Passaic River Crossing, congestion relief measures, acceleration and deceleration lanes, and more

- Opening of the Hudson Bergen Light Rail (HBLR) Line Station at Tonnelle Avenue on the eastern edge of the Meadowlands District in late 2005

- Extension of the Hudson Bergen Light Rail Line north into Bergen County to Tenafly (the Northern Branch) and the opening of two additional rail stations along the eastern edge of the district at 69th and 85th Streets

- Improvements to Route 7 at St. Paul's Avenue and the Tonnelle Avenue Circle in Jersey City

- Replacement of the Route 7 Wittpenn Bridge in Jersey City

- Completion of the New Jersey Turnpike (NJ Turnpike) 15X Interchange project adjacent to Secaucus Junction, a project that will entail major improvements to Seaview Drive and two grade separations (bridge crossings) on New County Road in Secaucus

Planned Transportation Improvements

Other improvements that are relevant to the Meadowlands transportation system are currently advancing as planning studies evolve. Among these are:

- Implementation of a local rail transit service along the New York Susquehanna & Western (NYS&W) line extending from Hawthorne in Passaic County to Hackensack (what is commonly referred to as the Bergen-Passaic Line). This service may be linked to other rail services by further extensions east to the HBLR or to the Meadowlands Sports Complex.

- An additional Trans-Hudson rail tunnel is proposed by the Access to the Region's Core Project to provide expanded passenger and train capacity between New Jersey and Midtown Manhattan. It would include new station capacity in the vicinity of New York Penn Station and direct track connections between the Main, Bergen County, and Pascack Valley lines and the Northeast Corridor to provide expanded "one seat ride" service to Manhattan, as well as capacity to accommodate anticipated growth.

- Provision of passenger rail transit along the West Shore Line through eastern Bergen County and into Rockland County, New York with an alignment that complements and reinforces the Phase II rail spur that will serve the Meadowlands Sports Complex and vicinity

- Reconfiguration of the Routes 3 and 46 Interchange in Clifton

- Widening of Route 17 from Route 4 south into Rochelle Park

- Reconfiguration of the Routes 17 and 46 Interchange in Hasbrouck Heights

- Improvements to the Route 17 corridor from Route 46 south to Route 3 including possible grade separations of major intersections and reconfiguration of other interchanges in the corridor

This is an impressive list of completed and planned improvements that will make a major difference in improving access to the Meadowlands by transit while coordinating with other projects to insure that the highway system avoids intolerable congestion in the future. No new highways are factored into this agenda. The listed improvements focus upon critical areas within the regional network, as well as taking into consideration areas where upgrades of infrastructure to current design standards may result in enhanced movements. A prime example of such an upgrade is the rebuilding of the entry and exit ramps along Route 3 in Rutherford that are a chronic challenge for motorists as they attempt to accelerate or decelerate without being struck by another vehicle.

New Transit Stations

EnCap Golf Holdings LLC, a private developer, has proposed constructing a new rail station along the Bergen County Line to serve an array of nearby planned commercial, recreational and residential uses. This station is focused on serving the greater Rutherford/Lyndhurst/North Arlington portion of the Meadowlands. It is a project that is expected to complement proposed

plans for the new rail station in the municipality of Lyndhurst that will replace two existing stations that are no longer able to effectively serve the municipality.

Active consideration also is being given to locating another new rail station along the Pascack Valley Line in the Carlstadt/East Rutherford area in the vicinity of Route120 (Paterson Plank Road) and the proposed "Phase I" spur to the Sports Complex. This facility may serve as a regional intermodal facility addressing southern Bergen County's needs; allowing travelers to easily access bus or rail services.

Transit Support Facilities

While it will be necessary to expand some existing bus and rail maintenance and storage facilities, there may also be a need to construct new passenger rail storage facilities in the Meadowlands to support the proposed expansion of transit services suggested in this document and in other plans being advanced.

Building Upon Recent and Upcoming Investments

Secaucus Junction and the extension of the Hudson Bergen Light Rail Line are among the major transit improvement projects that open up new levels of transit access to the Meadowlands District. The commitment to provide rail service directly to the Sports Complex, along with other transit access improvements for the surrounding area, presents additional opportunity.

The opening of Secaucus Junction on a daily basis offers unparalleled levels of rail transit access to points in New Jersey and New York City. For example, rail service from Secaucus Junction to the station serving Newark International Airport will take only 15 minutes, Newark Penn Station is about a seven-minute ride from Secaucus Junction, and New York's Penn Station is approximately eight minutes. Stations along the North Jersey Coast Line, the Northeast Corridor, the Morris and Essex Line, and the Montclair Boonton Line all offer the opportunity of direct train service to Secaucus Junction. The Raritan Valley Line and southernmost stations along the North Jersey Coastline that are served by diesel locomotive powered trains are connected to Secaucus Junction through a transfer at Newark Penn Station.

The Meadowlands and the Hudson River Waterfront are well connected by trains on the Main, Bergen, and Pascack Valley lines that operate non-stop between Hoboken Terminal and Secaucus Junction, providing frequent service during both peak and off-peak periods. There is also convenient access to these trains at Hoboken Terminal for both Hudson County and New York City via transfer to HBLR, PATH, or ferry service.

The extension of the Hudson Bergen Light Rail Line to Tonnelle Avenue in late 2005 or early 2006 will open up a broader range of opportunities to connect the Meadowlands to the northern end of the Hudson River Waterfront. Early on, shuttle bus services can be offered that can connect the proposed Tonnelle Avenue HBLR Station with locations in Secaucus, such as Harmon Meadow and Secaucus Junction in less than ten minutes.

New Jersey Transit and the Town of Secaucus are working together to provide local connective bus services to Secaucus Junction. Existing bus routes have been adjusted to better serve Secaucus Junction and the town has initiated a local shuttle service for its residents. Currently, some critical local road improvement projects in Secaucus are progressing, particularly the extension of Seaview Drive and the grade separation of New County Road. These improvements, which are expected to take approximately two years to complete, will greatly enhance a shuttle bus system by allowing for fast or reliable service to be provided. In the near future, NJMC and NJ Transit will be looking to work with Meadowlink, the local transportation management association, to maximize the benefits that shuttle services may provide throughout the Meadowlands region.

Planning is progressing for the extension of the Hudson Bergen Light Rail Line northward to Tenafly, allowing for at least two other stations to be located in the Meadowlands area, one at Westside Avenue and 69th Street and another in the vicinity of 85th Street in North Bergen, at the northeastern boundary of the District near Fairview. Each of these locations, stations that give access to a $3 billion rail network, present compelling opportunities to create transit oriented development clusters that take full advantage of the high frequency rail transit service that is planned.

The proposed rail service facilitating the redevelopment of the Sports Complex and the surrounding area has two phases. Commitment has been made to fund and construct Phase I, a 1.9 mile, two-track rail spur off the Pascack Valley Line into a proposed new two-track rail station located between Giants Stadium and the Arena, or the proposed Xanadu site. This spur will provide convenient access to the Meadowlands Sports Complex from throughout New Jersey and New York via trains that operate from Secaucus Junction, Hoboken Terminal, and the Pascack Valley Line. The Phase I spur is projected to cost $150 million. The second phase (Phase II) will create a loop by extending a spur off the Bergen County Line northward (out of Secaucus Junction) to join the Phase I spur.

Phase II is approximately 1.2 miles. If implemented, it will require major bridges and structures to carry the proposed two-track rail line over area highways and the Berry's Creek Canal. This phase is estimated to cost $350 million. Funding Phase II will require more analysis and may rely more on the possibility of obtaining Federal funding since this portion of the loop also forms the southern most terminus of the West Shore Line. West Shore is an existing federally funded project that is entering the Draft Environmental Impact Statement (DEIS) portion of the required Federal planning and environmental review process.

The local roadway improvements that are being planned to accommodate the redevelopment around the Continental Airlines Arena site are expected to result in spot improvements along Route 120 that enhance traffic flow and alleviate localized traffic problems. These improvements are being coordinated with the Phase I rail improvements since the rail line's successful operation will also require some spot road improvements. Funding is committed to the Route 120 local roadway and associated access improvements.

Externally Generated Transportation Needs

As with any vibrant economy, increased demand on transportation corridors and modes is anticipated. There are transportation demands that occur on the transportation arteries traversing the District that are caused by development in the greater metropolitan region. These demands compete for the same highway and road capacity as people accessing the Meadowlands.

The largest of these regional demands is related to people and goods traveling into and out of New York City on the eastern portal to the Meadowlands. Next in size, and growing, is demand generated by the rebirth of the Hudson River Waterfront in both Bergen and Hudson Counties. Over a $3 billion investment has been made in public transit in the form of the Hudson Bergen Light Rail Line, the commuter rail lines terminating in Hoboken, new ferry terminal capacity, and a rebuilding of PATH. Additionally, there is still growth in vehicular traffic on the eastern doorstep of the Meadowlands.

Meadowlands Mobility 2030 aims to make transit more available to the broader metropolitan area in the future with the advent of the investments herein highlighted in this plan.

Freight Movement

The history of moving goods through the Meadowlands District extends back to the late 1600's and the early 1700's when the first roads traversed the Meadowlands to move farm produce and raw materials mined in New Jersey's hills to places where they could be processed. The Bergen Turnpike and Belleville Turnpike were among the first toll roads in the United States. The railroads crossed the Meadowlands in the 1830's. Large rail yards in the Meadowlands evolved in the latter part of the 1800's to support the yards already located along the Hudson River. For almost 100 years, the Meadowlands remained a place where five major railroads and a few lesser-known railroads staged the movement of freight in support of the New York Harbor. Following World War II, trucking firms and warehouses also began to populate widespread portions of the Meadowlands to move the goods brought in by rail.

Today, the Meadowlands continues to serve a major supporting role for goods movement for Port Newark and Port Elizabeth. It continues to be a staging area for goods destined to serve New York City and areas east of the Hudson River. Nine million people, who depend upon the movement of goods from the south and west through New Jersey, live east of the Hudson River. The higher land values in portions of the Meadowlands and the need for distribution businesses to locate closer to major highways has slightly diminished the role of the Meadowlands in this regard, but its geographic location within a very few miles of the tunnels and bridges into New York City ensures its role and importance to goods movement.

The Meadowlands presently accommodates six major rail freight yards/ intermodal sites (Croxton Yard, the North Bergen Yard, Bellman's Yard in Ridgefield, the Little Ferry Yard, the Kearny Yard, and NYS&W's North Bergen Yard). The majority of the activity contained in these yards is the loading and unloading of freight containers onto and off of trains that come to and from the four corners of the United States of America.

The New Jersey Department of Transportation (NJDOT) is advancing a project known as Portway to address some of the future need to enhance goods movement into the Meadowlands. This project is especially focused on rebuilding portions of the existing local roadway network extending from Port Newark and Port Elizabeth, north into the southern area of the Meadowlands. Among these improvements are the rebuilding of the Route 7 Wittpenn Bridge, St Paul's Avenue, and the Tonnelle Avenue Circle. Over time, NJDOT also is planning to extend these improvements up the eastern side of the Meadowlands to encompass other existing rail yards in Ridgefield and Little Ferry.

The NJ Turnpike's Interchange 15X, which is under construction in Secaucus, also offers an excellent means of facilitating the movement of freight containers from the port terminals to the rail yards in Secaucus, Jersey City, and North Bergen. The continued successful functioning of the NJ Turnpike is essential if the Meadowlands is to maintain its role as a goods movement center. The frequent congestion now experienced along this critical superhighway has already led some goods movement businesses and the railroads to locate further out from the center of the region, even out of state. The recent trend for freight railroads to use locations in Pennsylvania to handle their freight container traffic does not benefit New Jersey's highway congestion, air quality, or quality of life. The placement of warehousing along the outermost rim of the region, consisting of highways I-81 and I-84, does nothing for sustaining economic activity or jobs in this industry in the Meadowlands. An intermodal highway and rail strategy focused on the critical role of the NJ Turnpike and improved rail access is the cornerstone to addressing and meeting the challenge that is so clearly presented by these trends.

Future Challenges

The Meadowlands Commission has long recognized some transportation needs that exist and remain to be addressed. Among these fundamental needs are:

- An internal district-wide public transit distribution system
- Increased east-west vehicular capacity over the Hackensack River
- Increased north-south vehicular capacity
- Increased roadway network connectivity to minimize congestion, improve traffic circulation and flow, and minimize the need for new roads

Internal District wide Public Transit Distributor System

The Meadowlands presently enjoys some of the benefits of years of planning and construction targeted at improving public transit access to the Meadowlands. Other projects are progressing towards implementation that will further augment transit access. The challenge now is how to best link these major transit hubs to the specific employment and residential centers developed across the entire region.

One means of providing an inter-connective transit service is using buses that either are given preference in being able to use existing local roads, or buses that are able to travel on their own roadway beds. Within the transit planning community, this idea is sometimes referred to as Bus Rapid Transit (BRT). The fundamental principle of BRT is to enable buses to move quickly, at least as fast as the posted speed limit, and reliably at all times of the day. The belief is that a modern shuttle or bus vehicle operating on a frequent schedule and moving quickly will be attractive to many people – thus enlarging the area benefiting from the rail services offered at a Secaucus Junction. Such an initiative offers a perfect opportunity for Meadowlink to take a lead role, while working in cooperation with its transportation and transit partners and the Meadowlands Commission to provide the connective services necessary to complement fixed route and fixed schedule transit services.

East-West Vehicular Access

Both because of the anticipated increase in traffic volumes in the future and because there is ongoing need to improve safety, the stretch of Route 3 across the Hackensack River remains a concern. This is a major lifeline as it feeds the Meadowlands, the Hudson River Waterfront, and New York City via the Lincoln Tunnel. As noted, the Route 3 Berry's Creek Bridge was replaced in recent years as will the Route 3 Passaic River Bridge in the near future.

There are other highway safety improvements in the offing. As part of the vehicular improvements needed to serve the future needs of the Sports Complex, a reconfiguration of the Routes 3 and 120 Interchange is likely. This interchange was reconfigured about twenty years ago in anticipation of economic development projects that never advanced to implementation.

North-South Vehicular Access

The NJ Turnpike, Route 17, and Route 1&9 are the major highways that provide north-south movement in the Meadowlands. Just to the west of the Meadowlands is Route 21 which extends from Newark northward to connect with Routes 46 and I-80, providing another north-south corridor.

There are two major issues:

- How will improvements on Route 17 south of Route 4 be implemented so that a full six lanes of properly designed highway extend south to the interchange with Route 3?

  Leaving the highway as it now exists with six lanes extending north of the Routes 4 and 17 interchange and then leaving a varied pattern of four and six lane sections of substandard design highway south of Route 4 ensures that chronic congestion will continue. Public transit projects that are now in their planning stages may offer some help in containing the magnitude of the needed investment, but the likelihood that they will eliminate the total need to make further improvements is small. The expansion of portions of Route 17 to accommodate additional lanes and/or grade separations at key intersections may provide much needed relief along this stretch of highway.

- How do we ensure that the NJ Turnpike functions as it must, given its important role in sustaining our economy through the movement of goods and people?

The answer may be found by pursuing an intermodal series of improvements - an investment agenda consisting of transit, highway, goods movement, and related improvements that complement and address future needs.

Ongoing Planning

Maintaining an ability to be flexible, coupled with an open minded planning process that is honest and comprehensive, is important. *Meadowlands Mobility 2030* and the NJMC Master Plan recognize that changes may occur in the future that then dictate further changes to goals and objectives. With regard to transportation, the NJMC believes that flexibility requires keeping options open and relates to the following actions:

- Preserving existing rail lines and right-of-ways.

- Seeking out opportunities to plan smart projects that address multiple future needs. Highway and road improvements, for instance, that simultaneously accommodate transit improvements and improve critical roadway links.

- Looking for ways to make public transit more competitive, whether it is using local shuttle buses or in enhancing how site planning is done.

- Remaining attentive to the needs of the pedestrian and the cycler.

Open to New Ideas

Proposals have been and will be made to extend rail transit lines in many different directions. Such extensions may have value but they must be carefully examined to determine what they will specifically accomplish and to determine their costs and how those costs will be funded. If such a proposal seems to have demonstrated merit, efforts should be taken to identify the right-of-way and take reasonable steps to preserve the opportunity for the project to be built at some future date. Among these possibilities are:

- Extending the Hudson Bergen Light Rail Line south to Secaucus Junction or west, across the Hackensack River, to the Meadowlands Sports Complex

- Extending a new transit link east-west across the Meadowlands

Clearly, the proposal to extend the Hudson Bergen Light Rail system west from the projected Tonnelle Avenue Station into Harmon Meadow, and then further west along Route 3 and across the Hackensack River via the Hackensack River Bridge, and then into the Meadowlands Sports Complex, has gained momentum among advocates in Hudson County.

Getting the HBLR system directly to the Sports Complex would link all the activity at Giants Stadium, the Continental Airlines Arena, the Meadowlands Racetrack, the more than 20,000 full-time jobs projected at Xanadu, and a critical park & ride to a broader network, while sustaining the already demanded and projected access to the entire statewide transit system.

CHAPTER 3

ACHIEVING CONSENSUS AND SETTING PRIORITIES

The Objective

The objective of *Meadowlands Mobility 2030* was clearly defined at the outset of the planning process as follows:

> "To foster the development of a strategic-oriented, consensus-driven, and action-oriented transportation improvement and enhancement plan for the Meadowlands district that will complement the Commission's new Master Plan and that also will serve as the foundation upon which a Transportation Enhancement or Transportation Partnering Program for the Meadowlands District can be implemented.
>
> It is understood that success will be measured not merely by defining the strategy or by delineating the capital program or by facilitating an overarching consensus, but rather by pinpointing a genuine strategy that incorporates financing and implementation."

Major Work Components

The primary work components that were delineated in the planning and development phase of the *Meadowlands Mobility 2030* plan were identified as follows:

- To procure and review all available and relevant documents, plans, and studies regarding transportation or transit that impact, affect, or directly pertain to the Meadowlands District

- To meet directly with principals from the New Jersey Department of Transportation, NJ Transit, New Jersey Turnpike Authority, Port Authority of New York & New Jersey, New Jersey Sports & Exposition Authority, Meadowlink, County of Bergen and County of Hudson and their respective Planning Departments, the mayors of the Meadowlands constituent municipalities, pertinent Legislative and Congressional representatives, private developers with a keen interest in transportation, and other parties as determined

- To ascertain the contemporary thinking and planning of all of the above regarding the District and their assessment of the transportation and transit priorities for the same - in doing so, the key components of the Master Plan and its circulation component would be shared

- To facilitate, via meetings, discussion, advocacy, etc., the development of a consensus on an area-wide transportation improvement plan for the District for the next twenty-five years - a plan which will augment and fulfill the key components and vision of the new Master Plan

Nearly 100 meetings relating to *Meadowlands Mobility 2030* were held in preparation of this plan. Similar meetings will continue to be convened as this plan is implemented.

An Implementation Strategy

While *Meadowlands Mobility 2030* was created to be the new, long-term transportation plan for the Meadowlands District, it went one step further than most plans. Having achieved a consensus among the parties involved in terms of projects, priorities, and realistic funding mechanisms, it sets out a defined course for implementation.

In order to avoid reinventing the wheel, top leaders in the transportation planning community, including agency heads and elected officials at all levels of government, were brought together with the purpose of creating a single transportation plan for this region.

The Commission also joined in sponsoring a major *Transportation Forum* that brought more than 200 people together to focus specifically on the transportation needs and priorities of the Meadowlands.

Information from interviews and meetings was complemented by a thorough review of pertinent reports and documents relating to both the existing and the envisioned transportation infrastructure of the Meadowlands District.

Achieving Consensus

The *Meadowlands Mobility 2030* initiative helped to foster and achieved the overarching consensus that was sought; a prevailing professional consensus that is attached to both the ultimate vision promulgated in this document and to the defined need of the detailed projects that are advocated within. Different entities perceived priorities for the various projects included herein at different levels at times, depending on their particular sphere of interest and individual mandates. However, the overall process, including the breadth of projects meshed together to form the regional transportation network of the future, was very successful.

Among the principle agencies with jurisdiction in the Meadowlands, there is clear consensus about priorities. The NJDOT, NJ Transit, and NJ Turnpike Authority are among them. While not a transportation agency, the New Jersey Sports and Exposition Authority, which serves a unique interest of the people of the State of New Jersey in the Meadowlands District, also shares in this consensus. *Meadowlands Mobility 2030* is consistent with the present planning of these agencies. It also gives voice to the principal transportation priorities as they were identified and expressed by the Counties of Bergen and Hudson, as well as to many of those that were set forth by local Mayors and State representatives.

The Master Plan

Meadowlands Mobility 2030 is a strategic implementation plan that complements and embellishes the NJMC Master Plan. It both reinforces and lays the groundwork for fulfilling key components of the transportation and economic systems defined in the Master Plan.

Additionally, this plan sets the stage for new regulations which are being promulgated in order to achieve some of the transportation products mentioned at the site plan level, products that may be provided by private entities and developers.

The Future

As *Meadowlands Mobility 2030* proceeds with implementation, it is proposed that quarterly meetings be held with NJDOT, NJ Transit, NJ Turnpike Authority, and the Planning Departments of both Hudson and Bergen counties. Going forward, it also is important to both coordinate and work with the North Jersey Transportation Planning Authority (NJTPA). It is further proposed that periodic *Meadowlands Mobility 2030* forums be conducted in collaboration with constituents groups, elected officials, and others. And finally, the NJMC proposes to sponsor an *Annual Meadowlands Mobility 2030* Co*nference* that will bring all interested parties together to both sustain momentum and make recommendations for adjustment of the plan, as needed.

CHAPTER 4

PROJECTS

Transit Priorities

Frank R. Lautenberg Rail Station at Secaucus Junction **

The train transfer facility at Secaucus Junction in Secaucus opened in September 2003 and became fully operational in December 2003. The promise that it holds out seems limitless. Ten of the eleven rail passenger systems in the NJ Transit network are connected to it, as is Amtrak. It will help move 70,000 commuters daily and more as the years progress.

Because of this rail hub, the Meadowlands is now easily accessible from more than 150 rail stations across all of NJ Transit's markets. The infrastructure that is needed to fulfill the economic promise of the NJMC Master Plan can be fashioned, as this train station is a dynamic anchor for development, job generation, and smart growth. It is the connective tissue that can bring opportunity, place, and people together – by rail, by bus, and by shuttle.

Status — Project is complete and fully operational.

Phase I – Rail Service to the Meadowlands **

This project entails the creation of a 1.9 mile two track rail spur off of the Pascack Valley Line that will lead to a two track elevated rail station located in the immediate vicinity of Giants Stadium, Continental Airlines Arena, and the proposed Xanadu redevelopment initiative. Given the activity anticipated at the Sports Complex site, it is a high priority in terms of relieving traffic on the highways and major arterial roads of the Meadowlands

Patrons of the Sports Complex will be just over a 10-minute ride away from the new Frank R. Lautenberg Rail Station at Secaucus Junction. Hudson and Bergen counties will be served directly. Trip times for most Bergen County residents will range from 10 minutes to approximately half an hour. Hudson County patrons will be 20 minutes from Hoboken and New Yorkers will be but 25 minutes from Midtown Manhattan.

Status - Concept plan development and environmental assessment is underway. With a financial plan and commitment that allows the project to advance on a fast track, December 2007 is the target date for completion of construction.

Phase II - Rail Service to the Meadowlands

This segment consists of a two track elevated rail spur coming off the Bergen Line from the south, along the western spur of the New Jersey Turnpike looping through the Meadowlands, and connecting to the new Secaucus Station. Complementing Phase I, it will create a loop that will allow rail access to the Sports Complex from both north and south, from the Bergen Line as well as the Pascack Valley Line. This Phase II loop would improve frequency and capacity and serve the anticipated growing demand.

Status - Concept development – funding required.

Utilization of the New York Susquehanna & Western Rail Line for Passenger Rail Service **

A first link is envisioned from Hawthorne in Passaic County to the City of Hackensack in Bergen County. This service on the NYS&W will utilize a new, state-of-the-art rail car technology that looks and operates like light rail but that will be capable of running on the commuter rail system. While the line is proposed to connect directly to the Pascack Valley Line and south to the Sports Complex and Secaucus Junction, it also will be designed to head southeast to link with the Hudson Bergen Light Rail (HBLR) system.

Running through Bogota, Ridgefield Park and the Vince Lombardi Park & Ride, it may eventually terminate at the proposed HBLR 85th Street rail station in North Bergen.

Status - Environmental Impact Assessment – Conceptual Development and Preliminary Design – funding required.

Hudson Bergen Light Rail (HBLR) System – the Northern Branch

The first link of what is a growing $3 billion system was placed in service from West Side Avenue in Jersey City and 34th Street in Bayonne to Hoboken Terminal. The second link, which is still under construction, will bring the system through to the North Bergen Park & Ride in the Meadowlands in June of 2005. Conceptual design and environmental assessment is underway for the third link which will extend the system through Bergen County and into Tenafly.

As early as late 2005, the Hudson Bergen Light Rail Station at Tonnelle Avenue will open just outside the eastern fringe of the Meadowlands District and two additional HBLR rail stations will follow -- one at 69th Street and another at 85th Street. All three proposed stations are in North Bergen. Collectively, these three stations will open up the eastern side of the district and forge additional investment, economic development opportunity, and job generation.

Status - Third phase (the Northern Branch) is well into the Draft Environmental Impact stage; requires funding. The second phase is under construction but requires additional funding.

Hudson Bergen Light Rail Network – Meadowlands Sports Complex Extension **

Varied proposals are being advocated to further extend the HBLR system. In essence, the common denominators are to extend the line from the proposed Tonnelle Avenue Station in North Bergen west to Harmon Meadow, along Route 3, and the Hackensack River Bridge directly into the Meadowlands Sports Complex.

Status - While there is strong support for the concept among the Hudson County legislative delegation, Hudson County mayors, and area Congressional representatives, this project is a new concept that is just becoming active. While it is not under formal review at NJ Transit at the present time, concept development and preliminary planning are expected to get underway in the near future. No funding source has been identified.

Access to the Region's Core - Related Projects

There is a compelling need to provide increased train capacity along the Northeast Corridor, under the Hudson River and into the area of Penn Station. Related projects include the replacement of the Northeast Corridor's Portal Bridge over the Hackensack River, direct track connections between the Bergen County/Main lines and the Northeast Corridor, additional rail tracks serving the new Hudson River Tunnel, and the Secaucus Northeast Corridor Loop.

The Access to the Region's Core is essential in order to address growth in rail ridership in both New Jersey and New York.

Status - Environmental Impact Statement is underway. Funding is required.

Pascack Valley Line Improvements **

Expansion of the Pascack Valley Line off-peak service is needed. This is being accomplished by constructing passing siding tracks for passenger and freight trains affording hourly off-peak service in both directions. These improvements, which are underway, are all the more important as increased capacity is required to accommodate the anticipated increase in passengers to both Secaucus Junction and the Meadowlands Sports Complex.

Status - Project is nearing construction.

Additional Rail Stations

A new train station is proposed along the Pascack Valley Line in the vicinity of the Carlstadt/East Rutherford border, the area of Route 120 (Paterson Plank Road), and the new rail spur into the Meadowlands Sports Complex. Such a facility may serve as a regional intermodal facility addressing southern Bergen County's needs. It will allow travelers to easily access bus or rail services.

En Cap Golf Holdings LLC, a private developer, also proposes to construct a new rail station along the Bergen County Line to serve an array of planned

commercial, recreational, and residential uses in the Meadowlands Golf Course Redevelopment Area. Serving the Lyndhurst/Rutherford/North Arlington sector of the Meadowlands, this project should complement proposed plans for the new station in Lyndhurst off of New York Avenue which will replace the two existing stations - Kingsland and Stuyvesant - that are no longer able to effectively serve the municipality of Lyndhurst.

Status - While NJ Transit has expressed its willingness to cooperate with En Cap on the construction of the En Cap Station, it has done so with the understanding that En Cap will pay for the improvement. The project is dependent upon this private funding source.

West Shore Rail Restoration

This improvement will provide rail passenger service along the West Shore through eastern Bergen County and into Rockland County, New York with an alignment that meshes with the Phase II rail plan servicing the Sports Complex and redevelopment centers and employment clusters throughout the western sector of the Meadowlands District.

This proposed project includes a rail alignment that is located adjacent to the western spur of the NJ Turnpike and a new rail bridge over the Hackensack River. This project becomes increasingly significant as the Access to the Region's Core Project progresses, as the central and eastern Bergen population that it will serve is a huge generator of commutation (bus trips) to the Meadowlands, the NJ Gold Coast and New York City.

Status - The West Shore Major Investment Study is complete and the project is now in the Environmental Impact Assessment stage. Funding will be required for the construction stage. .

83rd Street Grade Separation

Grade separate 83rd Street over the Northern Branch freight rail line and the anticipated Hudson Bergen Light Rail extension from vehicular traffic on 83rd Street and West Side Avenue.

Status- Project is in the preliminary design phase.

Note: Chapter 5 on Congestion Busting articulates *Meadowlands Mobility 2030's* vision for enhancing bus systems, Bus Rapid Transit, and a wide array of Transportation Management Association (Meadowlink) related programs and initiatives. That chapter focuses upon transportation demand management, carsharing, ridesharing, satellite parking, and regulatory tools that reward rather than penalize.

Roadway & Bridge Priorities

Route 3 Passaic River Crossing & Service Road Improvements **

There has been a long recognized need to improve Route 3 from Main Avenue in Clifton to the Route 17 interchange at the Rutherford and Lyndhurst border. Project improvements include the replacement of eight separate bridge structures (Route 3 over the Passaic River, over NJ Transit, over Lower Pond, over River Road, over the Route 21 ramps, as well as the Park Avenue, Ridge Road, and Orient Way crossings over Route 3), the addition of a 12-foot auxiliary lane eastbound and westbound to alleviate the congestion experienced through the corridor during peak periods, specifically at the ramp merge points and the Passaic River Crossing. Standard acceleration and deceleration lanes will be provided to safely transition vehicles to and from the highway.

While well out of the district, it should be noted that the Route 3 and Route 46 merge in Clifton is in need of improvement and expansion demanding immediate attention and reconfiguration. Ideally, both of these projects should be addressed concurrently.

Status - The Route 3 Passaic River Crossing project remains in the preliminary design phase and is targeted for a construction start in 2006. While there was interest in moving the Route 3 and Route 46 Merge improvement project simultaneously, the projects are not now on parallel tracks. The Passaic River Bridge project has advanced more rapidly. Both are in need of funding.

Portway, Phase I **

Portway is a series of major improvement projects that will strengthen access to and between the Newark-Elizabeth Airport/Seaport, intermodal rail facilities, trucking and warehousing/transfer facilities and the regional surface transportation system. It will result in the identification of a new intermodal corridor for international goods movement extending through Essex, Hudson, and Bergen counties. It includes a wide array of interconnected projects all of which are in varying stages of planning and development. Supporting economic development and jobs, this special truck route is anticipated to relieve congestion elsewhere while facilitating and enhancing goods movement throughout the region.

In the Meadowlands, this entails such projects as the Wittpenn Bridge Replacement, the Route 7 widening and improvements, the Portway Fish House Road/Pennsylvania Avenue improvements project and myriad projects along the Route 1&9 corridor that dramatically impact the District.

Portway improvements will need to be designed to complement extensive planned rail transit improvements in the south and east sectors of the Meadowlands district, including Jersey City, Secaucus, North Bergen, and Kearny.

Status – Although lacking final determination regarding the exact alignment of the entire route, Portway is an evolving work in progress. Numerous components of the project are moving towards construction, while others are only in concept development.

St. Paul's Avenue/Conrail Bridge **
This project will replace the existing St. Paul's Avenue Viaduct with a new structure on a new alignment north of the existing structure. The new viaduct will provide direct connections to Routes 1&9, Route 7, the Wittpenn Bridge, the Pulaski Skyway, Route 139, and the local network of streets in Jersey City.

The project is a part of Portway, Phase I.

Status - Funding is in place, right of way acquisition will proceed in 2004, and construction is anticipated in 2006 and 2007.

Route 7 Wittpenn Bridge Replacement **
This project will replace the existing Wittpenn movable bridge with a new vertical lift structure over the Hackensack River between Jersey City and Kearny. There also will be improvements to the interchange of Fish House Road.

The existing Wittpenn Bridge currently provides four 10-foot travel lanes (two eastbound and two westbound) with no shoulders. There is no physical separation between the opposing traffic on the bridge. A new vertical lift structure is proposed which will carry two 12-foot through lanes, a 12-foot auxiliary lane, and a 10-foot right shoulder in each direction. An 8-foot median consisting of two 3-foot left shoulders and a 2-foot raised median barrier will separate opposing traffic flows.

Status - This project is a Portway, Phase I related improvement. Construction, estimated at $377 million, is anticipated to begin in 2006.

Route 7 Widening
This proposed project calls for the roadway to be widened from two to four lanes and incorporates drainage improvements designed to eliminate onerous flooding conditions.

Status - Project is in the concept development and preliminary design stages. Funding is required.

Portway/Fish House Road/Pennsylvania Avenue Improvements
Pennsylvania Avenue/Fish House Road, in the vicinity of the Jersey City and Kearny border is an integral component of the Portway corridor, which will facilitate the movement of freight and protect a major economic resource in the Meadowlands region (goods movement). The broad purpose of the improvement is to facilitate the movement of freight between portside and internal rail facilities,

distribution centers, and other regional highways. The project will include geometry improvements, horizontally and vertically, to eliminate substandard conditions and to alleviate longstanding flooding problems.

Status - Project is in preliminary design.

The New Jersey Turnpike Interchange 15X in Secaucus **
This new interchange will provide direct access from the NJ Turnpike to the area of the Frank R. Lautenberg Rail Station at Secaucus Junction and further to the south Secaucus region. The project will connect to the Seaview Drive extension and provide access to New County Road, south Secaucus, and the proposed Secaucus Transit Village.

Status - This $235 million project is currently under construction by the NJ Turnpike Authority. Target date for completion is September 2005. (Note that although it is not currently active, a provision has been made to allow an additional extension of the interchange to connect with Tonnelle Avenue and the Bergen Arches, in the future, should it become a roadway tunnel through the Palisades.)

Grade Separation and Widening of New County Road in Secaucus
This project will provide grade separations on New County Road, adjacent to the Secaucus Junction area, over NJ Transit's Main Line and Norfolk Southern's Croxton Yard freight rail lines. NJ Transit has started construction of the roadway bridge over the Main Line, which will widen the roadway on the bridge structure and the southern terminus of the road at the County Park and Laurel Hill redevelopment area. The structure will be extended from two to three lanes. Incorporated as part of the NJ Turnpike's Interchange 15X Project**,** these improvements will, through the related Seaview Drive Extension, be linked directly to the Interchange.

Status - NJ Turnpike Authority contract anticipated to be awarded in late 2004 – Target date for completion of construction is mid 2006.

Seaview Drive Extension **
As part of the overall NJ Turnpike Authority's Interchange 15X project on the Eastern spur, this improvement will extend Seaview Drive eastward to intersect with New County Road and connect to the proposed Secaucus Interchange ramps adjacent to the Frank R. Lautenberg Rail Station. Independent of the NJ Turnpike Authority's Interchange 15X project, a future road is proposed to connect from the terminus of the existing Seaview Drive over NJ Transit's Main Line to New County Road Extension. This road will provide an additional means of access to the proposed Secaucus Transit Village, as well as the area adjacent to the Hackensack River.

Status - The $29 million project is currently under construction by the New Jersey Turnpike Authority. Target date for completion is September 2005.

Funding for the later connection from Seaview Drive to New County Road Extension needs to be identified. While the project concept is driven by area redevelopment and the need to enhance the utility and effectiveness of other roadway improvements in the vicinity, future implementation plans for the Secaucus Transit Village will ultimately determine a more exact alignment.

New Jersey Turnpike Western Spur -- New 18W Toll Plaza for Sports Complex Ramps **

This project will provide around-the-clock direct access from the NJ Turnpike to the Sports Complex, the proposed Xanadu Project, and Paterson Plank Road/Route 120. Enhancements include a new toll plaza and ramping modifications.

Status - This project is directly linked to the Sports Complex/Xanadu redevelopment and potentially to the Paterson Plank Road redevelopment. Project is in preliminary design.

Related New Jersey Turnpike Improvements

The Authority is cooperating with other state transportation agencies on additional relevant transportation projects including the Portway related potential Relocation and Reconstruction of Interchange 15E, the construction of Express E-Z Pass Lanes at Interchange 18W and 18E, and other toll plaza capacity improvement projects.

Status - Projects progressing in varying stages.

Route 17 Grade Separations

The feasibility of grade separating intersections along Route 17 from Route 3 through Route 46 needs to be assessed. The objective of such a study is to alleviate traffic congestion along this section of Route 17 and the intersecting roadways. Route 17 is a major, north-south highway connector along the District's western border. Significant to note is that there are no at-grade intersections from the New York State Line in Mahwah to Williams Avenue in Hasbrouck Heights. The Meadowlands sector is the only portion of Route 17 that still has at-grade intersections.

Status - Project will require feasibility assessment and funding. The NJTPA has only recently authorized such a study.

Route 46 and Route 17 Interchange Improvement and the Widening of Route 17 Between Routes 46 and 4

While out of District, this major northern feeder to the District demands attention. The interchange is sorely outdated and must be reconfigured to both relieve congestion and address safety concerns.

The bottleneck that occurs at Route 17 between Routes 4 and 46 is well known and well documented. While the improvements will be expensive, they are very much needed.

Status - This project is in the conceptual stages only. It requires feasibility study, preliminary design, and funding.

Route 46 Little Ferry Circle Improvements

This project will eliminate the Little Ferry Circle and make appropriate roadway and signal improvements aimed at enhancing vehicular circulation between local side streets and Route 46 in Little Ferry.

This improvement will reduce the current dangerous ingress and egress of patron vehicles accessing businesses fronting Route 46.

Status - The project is in the preliminary design stage. Funding is required.

Route 3 Congestion Study

The study calls for the continued assessment of the feasibility of relieving congestion along the Route 3 corridor from Route 17 through the Lincoln Tunnel.

Status - The project is in the concept development stage.

Widening of Paterson Plank Road in Carlstadt/East Rutherford

This project considers a potential widening of the existing roadway from four to six lanes.

Status - While the project is in the early planning stages and no funding has been identified, it is clearly linked both to the Paterson Plank Road redevelopment area, as well as the Sports Complex/ Xanadu redevelopment initiative. Given the likelihood of defined offsite impacts on the part of such redevelopment projects, private funding is anticipated to be a component of funding for this improvement.

Reconfiguration of Routes 120 and 3 Interchange

Design recommendations for the reconfiguration of the interchange of Routes 120 and 3 will be forthcoming as a result of a study undertaken for the NJSEA, in cooperation with the NJMC.

Status - This project will require funding. One source is the $65 million pool for transportation improvements that is being provided by the Xanadu redevelopment team of Mills-Mack Cali.

Route 3 Eastbound Meadowlands Parkway Improvements
This project includes the redesign of the exit ramp from Route 3 to Meadowlands Parkway and the potential elimination of the light at the bottom of the existing exit ramp which will improve capacity. The project also will include the construction of an eastbound exit ramp directly southbound on to Meadowlands Parkway.

Status - Currently the project is not active and no funding has been allocated.

Route 1&9 Improvements– NYS&W RR Bridge
The existing bridge structure contains two travel lanes in each direction; the approach roadways have four travel lanes. The proposed bridge replacement will contain two 11-foot travel lanes in each direction and an 8-foot shoulder on the southbound side of the structure. It also will provide 7-foot sidewalks on both sides. The adjacent roadway approaches also will contain two 11-foot travel lanes and an 8-foot shoulder in each direction. A four-foot sidewalk will be provided on both sides of the proposed roadway.

Status - The project is in the preliminary design stage.

Route 1&9 Improvements – Secaucus Road, Secaucus to Broad Avenue, Fairview
This project, which will directly impact Jersey City, North Bergen, and Secaucus, has three major components: (1) pavement reconstruction, (2) widening and upgrading of the roadway section to current standards, and (3) drainage system improvements. Also included are new sidewalks on both sides of the roadway, increase in lane widths (11-foot minimum), utility relocations, replacement and upgrading of all traffic signals and curb ramps to comply with ADA requirements. Between 70th and 83rd Streets in North Bergen, concrete median barriers, left turn lanes, and shoulder construction also is included. Additionally, a new northbound left-turn lane on Tonnelle Avenue (Route 1&9) at 69th Street will be provided. This project will be pedestrian compatible.

Status - The funding for this project is in place. It is targeted for construction in 2005 and 2006.

Route 1&9 Improvement – Route 3
This project will replace the bridge over the Amtrak Northeast Corridor rail line. The split between Routes 1&9 and Route 3 will be reconstructed. And a new ramp from 1&9 northbound to Paterson Plank Road and an acceleration lane from Route 495 westbound to Routes 1&9 southbound will be provided.

Status - Funding for this project is required.

Route 1&9 I Improvements at County Road and Manhattan Avenue
The existing interchange requires redesign in order to improve circulation and access from Route 1&9 to County Road in Secaucus.

Status - The project is currently in the concept development stage. While it is scheduled for feasibility assessment in 2004 and preliminary design in 2005, funding is required.

The Moonachie Avenue Widening Improvement
This project proposes a widening of the existing roadway to a continuous four lanes from Route 17 to Washington Avenue in Moonachie with intersection improvements at Redneck Road and Washington Avenue.

Status - This project remains in the early planning stages. No funding has been allocated.

Paterson Plank Road (Route120) and Washington Avenue Improvements
This project is aimed at improving the linkages between Paterson Plank Road (Route 120), Washington Avenue, and the NJ Turnpike access ramps. This project is offered with the understanding that the Route 120 relocation immediately west of the NJ Turnpike and east of the Continental Airlines Arena is not likely to occur.

Status - The current study being prepared for the NJSEA, in cooperation with the NJMC, will result in concept design recommendations. One potential funding source is the Xanadu/ Mills-Mack Cali $65 million pool for transportation improvements.

Gates Road Extension
This project would extend from Empire Boulevard at the border of Moonachie and Little Ferry through the Bergen County Utilities Authority access road connecting to Gates Road, further extending north to Mehrhof Lane and linking with Washington Avenue.

Status - Funding for this project needs to be identified.

Widening of Secaucus Road
This project proposes to widen Secaucus Road from two lanes to four lanes east of Route 1&9/Tonnelle Avenue in Secaucus. This will complement and augment the existing four-lane Secaucus Road west of Route 1&9/Tonnelle Avenue.

Status - Funding for this project needs to be identified.

69th Street Grade Separation **
The proposed grade separation at 69th Street in North Bergen will eliminate the current at-grade crossing which causes frequent automobile delays due to long

freight lines moving through this area. The proposed grade separation will eliminate the at-grade crossing of the CSX and the NYS&W rail lines, as well as the proposed extension of the HBLR system.

Status - The project is currently being designed by New Jersey Transit.

Separation of Secaucus Road and Paterson Plank Road with Northern Branch Line

Roadways over the Northern Branch freight rail line need to be rebridged. The roadways are congested with traffic during average peak rush hours. Delays are further exacerbated during freight train crossings. The objective is to relieve congestion during peak periods and eliminate the delays caused by rail freight movements. Relief will be experienced on Secaucus Road, Paterson Plank Road, and West Side Avenue in the vicinity of Tonnelle Avenue and Route1&9.

Status - This project is currently being completed.

Meadowlands Parkway Extension **

A traffic circle at the current intersection of Meadowlands Parkway and Castle Road and future Aqueduct Boulevard is proposed as part of the Secaucus Transit Village visioning plan. The traffic circle is intended to produce traffic calming as vehicles enter the transit village, improve flow, and serve as an identifying amenity for the area. This new roadway configuration will transition into the proposed road that will connect Seaview Drive over NJ Transit's Main Line to New County Road Extension.

Status – Funding for this project needs to be identified. Redevelopers and/or property owners in the redevelopment area may be a potential source of funding toward this transportation improvement.

Aqueduct Boulevard

This project will provide a primary north-south route from the traffic circle at Meadowlands Parkway to Seaview Drive. The road is envisioned as a grand boulevard incorporating a wide swath of green space in the middle, akin to a linear park. The green space would be centered above a portion of the Jersey City Water Supply aqueduct.

Status

Funding for this project needs to be identified._Redevelopers and/or property owners in the redevelopment area may be a potential source of funding toward this transportation improvement.

County Road Widening

County Road should be widened from two to four lanes from the intersection of New County Road to Route 1&9. This project contributes to Portway.

Status - Funding for this project needs to be identified.

Bergen Avenue Connection **
Bergen Avenue (a two lane road) in Kearny should be completed to extend from Schuyler Avenue to the Newark-Jersey City Turnpike. This project will require improvements to the road surface, drainage, a rail bridge underpass, and rail crossings.

Status - The project is scheduled for construction.

Golf Course Road
This two to three lane roadway connecting the Route 17/Route 3 service road to Valley Brook Avenue in Lyndhurst will provide primary access to the proposed golf course redevelopment project.

Status - This project is dependent upon the final circulation design for the redevelopment area. It is anticipated that funding will be provided by the private developer who also has committed to provide shuttles from Golf Course Road and the proposed rail station along the Bergen Line to Lyndhurst, Rutherford, and North Arlington.

Redneck Road Improvement and Extension
A plan to widen and extend Redneck Road further north to Route 46 had long been advocated. The project should be revisited and the feasibility of implementing it explored. It could provide tremendous relief along the Moonachie Road and Liberty Street corridors.

Status - Currently, this is not an active project.

Moonachie Avenue/Route 17 Interchange
This project would entail a study of existing conditions at the Moonachie Avenue and Route 17 interchange at the border of Moonachie and Carlstadt to gauge the feasibility of designing ramping improvements that will enhance access and circulation.

Status - Currently, this is not an active project.

Paterson Plank Road – Route 3 Crossing
Improvements to the heavily congested bridge in eastern Secaucus directly south of Harmon Meadow are recommended. This project would result in a study to gauge the feasibility and design of such improvements.

Status - Currently, this is not an active project.

Other Projects– Placeholders

Potential Future Use of the Harrison Kingsland Rail Line
Project would extend rail transit along the west side of the Hackensack River south of Lyndhurst. There is a need to protect this right of way as the Kingsland tracks are anticipated to be utilized for turning configurations for other lines as rail network improves and capacity increases.

The Northern Branch
The anticipated 85th Street Rail Station along the HBLR might be a point at which the light rail system could terminate and the extension northward into Tenafly could well be served by DMUs (diesel multiple unit self propelled railcars.) The question is worth investigating because of the tremendous cost savings that could be realized.

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** -- While all projects identified are important, this double asterisk indicates a priority solely on the basis of the frequency of the specific projects being referenced as a critical or high priority project by all those who expressed their concerns during the fact finding /information gathering segment of the *Meadowlands Mobility 2030* initiative.

All projects must be subject to rigorous transportation analysis to verify needs, benefits, and design parameters.

Notes:

1. The notes provided on the status of individual projects are fluid and subject to change.

2. Maps 1 and 2 found at the end of this document reflect the majority of the proposed road and rail improvements which are within the Meadowlands District. A third map, entitled "Hudson-Bergen-Passaic-Meadowlands Rail Options," prepared by NJ Transit is also included for reference purposes.

CHAPTER 5

CONGESTION BUSTING IN THE MEADOWLANDS

In detailing projects in Chapter 4, the focus was upon the hard and tangible infrastructure that is required to improve mobility in the Meadowlands, the rails and the roads, the physical and the permanent, the concrete and the steel. Here in Chapter 5, attention is shifted to the softer, programmatic resources; those which are more flexible, rather than fixed.

To begin, attention is focused upon two major documents that were recently released by the state, the New Jersey Department of Transportation's *Transportation Choices 2025* and the report released by New Jersey's Congestion Buster Task Force.

Transportation Choices 2025

Transportation Choices 2025 is the update to New Jersey's Long-Range Transportation Plan. The updated plan's goals and objectives are built upon the foundation laid in the previous statewide long-range transportation plan and are consistent with those of other significant planning documents in New Jersey, including the State Development and Redevelopment Plan, NJDOT's Capital Investment Strategy, and the three metropolitan planning organizations' Regional Transportation Plans. All of these documents were used to update the goals and objectives for *Transportation Choices 2025.* The objectives nested under each goal are more specific, achievable improvements that advance a particular goal. The link between the goals and objectives of *Transportation Choices 2025* and the goals and objectives of the State's overall Transportation Demand Management (TDM) Program are that they collectively address four critical areas for the users of New Jersey's transportation system:

- Improve the Effectiveness, Efficiency, and Attractiveness of Transportation Services Responsive to the Needs of the Customer - It is important to reduce travel time and delays, to provide affordable transportation services, to make access to the transportation system easier, and to encourage greater energy efficiency.

- Improve the Process of Providing Transportation Facilities and Services - Adequate information and public education must be provided to encourage informed customer/stakeholder participation in decision-making, and to establish partnerships among all levels of government, as well as the private sector, in order to facilitate transportation improvements.

- Promote Economic Development - Access must be improved to open up more job opportunities, to stimulate tourism, and to encourage development and redevelopment around transit facilities.

- Improve the Quality of Life for Users of the Transportation System and Those Affected by Its Use - Mobility and greater transportation choices for all segments of the population must be provided if the need for travel by use of single-occupancy vehicles (SOVs) is to be reduced.

Transportation Choices 2025 recognizes that New Jersey's transportation management associations (TMAs) like Meadowlink are critical facilitators of transportation demand management programs (TDM). It is the State of New Jersey's expectation that the TMAs will be responsible for developing, facilitating and/or implementing transportation demand management programs that support *Transportation Choices* 2025.

TMAs offer a variety of programs and services that provide transportation choices to reduce the use of roadways by encouraging people to use carpools and vanpools, public transit, bicycle or pedestrian modes of transportation, or telecommuting. They provide assistance to NJDOT and NJ Transit in informing businesses and employees of the near-term projects and projects under construction that affect them, as well as working with communities to identify possible TDM solutions to local congestion issues.

TMAs also assist with the collection of data pertaining to the performance indicators of *Transportation Choices 2025*. For example, NJDOT expects the TMAs to participate in the collection of data which might contribute to a more thorough assessment of the following long-range plan performance indicators - the proportion of all trips made by non-single occupancy vehicle modes, the number of public transit passengers, the percentage of the general public reporting that they have many modes to choose from, the number of transportation projects that support tourism goals, the number of transit and shuttle projects that have been bid, the on-time performance of public transportation, and identification of projects providing commuters with real-time information to select the most efficient route.

The New Jersey Congestion Buster Task Force

In October 2002, a legislatively authorized New Jersey Congestion Buster Task Force issued a report and recommendations. This followed a one-year review of options available to New Jersey to relieve congestion and enhance mobility. The report detailed twenty-four specific recommendations.

It is referenced here, in *Meadowlands Mobility 2030*, because so many of its priority recommendations either are or may be implemented in the Meadowlands District. Given the Meadowlands ideal location at the crossroads of the eastern United States' greatest metropolitan region and given the unique powers of the NJMC to both implement programs and to invigorate creative partnerships, the NJMC is in position to help address and fulfill many of the Congestion Buster Task Force's recommendations. A top priority of the *Congestion Buster Task Force* was to enhance business community support for Transportation Management Association programs.

NJMC's Transportation Demand Management Policy

The New Jersey Meadowlands Commission actively supports and encourages the development and implementation of Transportation Demand Management (TDM) programs and projects to mitigate

traffic congestion, improve mobility and accessibility, improve air quality, and optimize the efficiency of the transportation system throughout the Meadowlands.

The means to achieve these aims shall include strategies that increase travel choices and reduce reliance on single occupant vehicles. Such strategies may be implemented individually and/or through partnerships that include NJMC, Meadowlink, other state and local governments, public and private transportation service providers, businesses, and community organizations.

The New Jersey Meadowlands Commission actively supports and encourages the strong commitment of public and private employers in the development and implementation of TDM programs at their worksites. Additionally, the Commission encourages commuters and other travelers to seek ways to improve their own mobility by selecting transit and travel choices other than single occupant vehicles.

NJMC's Transportation Demand Management Program Goals

- To reduce or contain growth in vehicle trips made on Meadowlands roads in congested periods and in congested locations and to reduce or contain growth in vehicle miles driven in autos and other personal vehicles
- To reduce or contain growth in automobile emission levels to contribute to New Jersey's efforts to meet and maintain national air quality standards
- To promote travel choices and provide enhanced options in travel mode (vanpooling and transit), time (flex-time), location (smart growth), and route (advanced travel information)
- To accommodate the travel needs of people, goods, and information (program effectiveness) while minimizing the number of vehicles needed to do so (efficiency)
- To enhance the management and operation of existing and future transportation infrastructure

Meadowlink - The TMA Role in the Meadowlands

In 1983, the first TMA in the State of New Jersey was founded. Originally known as the Meadowlands Transportation Brokerage, now called Meadowlink, it was established as a non-profit, public-private corporation. Incorporated by the Meadowlands Regional Chamber of Commerce, a private business and community service organization, it was originally housed at the offices of the Meadowlands Commission. At the outset, it was supported by the NJMC, the NJSEA, the NJ Turnpike Authority, the NJDOT, the Port Authority of New York & New Jersey, and a network of private corporations. At the time, the then New Jersey Highway Authority and NJ Transit also provided assistance and guidance.

Meadowlink has long established itself as a progressive and innovative resource that disseminates information on transportation and transit to businesses, employers, and the general public. It develops transportation management plans for private organizations, provides

transportation brokerage services, fosters ridesharing and van pooling services, and implements shuttle-bus systems that link employees and prospective employees with private employers and public sector social and human services organizations. It also spearheads other creative programs that are aimed at relieving congestion and getting commuters out of SOVs. Now designated by NJDOT as the TMA of record for Bergen, Union, Essex, and portions of Hudson and Passaic counties, Meadowlink operates more shuttles today than all of the other transportation management associations in New Jersey combined.

The NJMC believes that Meadowlink's primary role in the Meadowlands is to efficiently develop and implement short and long-range transportation management and air quality improvement programs that are encouraged and supported by the Commission and aimed at reducing vehicle trips, vehicle miles traveled (VMT), and emissions. Such programs should promote travel choices, facilitate enhanced travel options for various groups of travelers, and optimize the efficiency of the transportation system within the Meadowlands.

Meadowlink's Transportation Demand Management Program Goals

- To facilitate and promote a range of travel options in the Meadowlands
- To encourage use of travel options by travelers within and to the Meadowlands
- To encourage and support involvement of employers located in the Meadowlands in Meadowlink's TDM activities and facilitate employers' implementation of worksite trip reduction programs
- To serve as a resource to local governments and community organizations in the development and implementation of TDM services or programs for their constituents and/or members
- To assist NJMC to promote, develop and implement programs and strategies that contribute to regional transportation performance goals
- To assist NJMC to develop and implement programs and strategies that contribute to mitigation of congestion impacts

Transportation Demand Management Initiatives in the Meadowlands

As part of the Commission's comprehensive approach to the implementation of TDM programs, it will offer a number of incentives to encourage the active participation of the private sector.

Flexible Zoning Regulations

The NJMC is considering language in its zoning regulations aimed at promoting a reduction of the number of cars that come to the workplace. If a property owner or employer within the District works with a TMA (Meadowlink) to effect a TDM strategy that is specifically aimed at reducing the aggregate VMT of its employee population by a

percentage that is considered meaningful (substantively contributing to the realization of stated goals). Consideration may be given, for example, for a reduction in the amount of required parking or some other zoning requirement for which a rational nexus may be presented.

Such Transportation Demand Management practices that may be given consideration include, but are not limited to, the following:

- *Shuttle-Bus systems* that fill gaps in the existing public transit network and allow employees, who would otherwise have relied upon the automobile to commute via public transit.

- *Corporate Ridesharing and Van Pooling* programs that are directly supported and encouraged by the employer.

- *Parking Cash-Out* programs where employees can trade their access to free parking for cash. (Demonstration projects for *Parking Cash Out* programs were the third highest recommendation of the Congestion Buster Task Force.)

- *Telecommuting* programs wherein the employer encourages and supports initiatives that allow employees to work from their homes on either a part or full-time basis. Industry standards suggest that significant programs are those that reduce overall employee commutation by at least 6%. In essence, 6% of all employees would be working from home, rather than commuting, on a daily basis.

- *Guaranteed Ride Home* programs that guarantee an employee a ride home whenever there is an emergency or the employee is required to work late, thus linking personal security and public transit.

- *Transit incentives and discounts* to employees which provide them with tangible incentives by directly subsidizing the cost of public transit. Employer participation in TransitChek, for instance, is such an incentive.

- *Carsharing* programs are aimed either at bringing a group of employees who have access to neither transit nor personal automobiles together to commute to work or they are aimed at strategically placing cars at rail stations and key employment nodes to provide the convenience that is needed to allow blocks of employees, who have need of a car during the day, to leave their automobiles at home and take transit.

- There are many *other benefits and creative initiatives* that can be incorporated into Transportation Demand Management programs. Pre-tax employee–paid transit or van pool passes, preferred parking for carpoolers, lockers and showers

for bikers, ridesharing services, compressed work schedules, and flex schedules are among them.

Working together with Meadowlink, the NJMC will encourage employers throughout the District to advance such initiatives and do their part to relieve congestion and foster mobility in the Meadowlands.

Implementing Carsharing

The NJMC has provided a grant to Meadowlink to study the market feasibility and implementation of a pilot Carsharing program in the Meadowlands District. The NJMC envisions a program that will make cars available at all rail stations and at major employment and housing centers throughout the District. This program will be dedicated to getting commuters out of their single occupant vehicles and relieving traffic congestion throughout the region.

Carsharing, which has been implemented successfully in Portland, Oregon; Seattle, Washington; and Boston, Massachusetts is designed to provide a car to the transit user – and more importantly, the prospective transit user -- who requires a vehicle for a special meeting, short trip, unanticipated emergency, or other purpose that cannot be satisfied by public transit. Cars are made available upon demand or on a regularly scheduled basis to the individual via computerized access cards as part of a corporate or organizational affiliation with the program provider.

Given Secaucus Junction, the many train stations both within and on the periphery of the District, and the concentrated employment centers throughout the Meadowlands, Carsharing should prove to be a natural fit. Also, redevelopment initiatives of the NJMC, like the proposed Secaucus Transit Village which expressly limits the number of vehicles per housing unit, may entice residents and employees to take part in such an alternative.

The pro-active involvement of the Commission in advancing Carsharing is significant. It is likely that the program Meadowlink and the NJMC pilot will be widely replicable in other parts of the State. Given New Jersey's population densities, its statewide rail and bus system, its concentrated centers of employment, and its overall development patterns, it has all of the ingredients that are needed to make Carsharing work.

Park and Rides

The NJMC recognizes that commuters need to be captured from the south, north, and west before they reach the borders of the District if the goal of relieving congestion within the District is to be achieved. Yet NJMC acknowledges the fact that providing additional parking in the form of park and ride facilities within the District is important. Notably, enhancing park and rides was the fourth highest priority of the *Congestion Buster Task Force*.

Presently, the Commission is encouraged by the aggressive efforts of NJ Transit and NJDOT to augment park and rides throughout the region. The out-of-district additions of

considerable park and ride spaces -- on the periphery of the District -- are significant. An additional 1500 spaces for commuters, as well as students, who use transit have been added at Montclair State College. Other additions include over 1000 spaces directly off of Route 23 near the interchange of Routes 46 and 80 and 1300 spaces along Route 17 in northern Bergen County. Also, spaces are being added to the system closer to the district along the Pascack Valley Line at River Edge and at Essex Street in Hackensack.

Within the District, the 1022 space park and ride facility at the Lombardi Service Area in Ridgefield and the NJSEA park and ride facility are currently operating under capacity. With the anticipated coming of rail to each facility in the future, it is likely that capacity will need to be enhanced and the NJMC and Meadowlink will work together to reasonably study and project demand so that provisions can be made in a timely manner to meet expectations and service new transit riders. This effort will be fashioned in concert with NJ Transit and NJDOT as part of a comprehensive statewide strategy.

The 1498 space Port Authority-operated park and ride facility in North Bergen that largely services Manhattan bound commuters is presently at capacity. Expansion feasibility should be investigated in the very near future.

The feasibility of accommodating parking is also being investigated and will be incorporated into the planning for the proposed new rail station near Route 120 (Paterson Plank Road) and Route 17 in the vicinity of the Carlstadt and East Rutherford border.

As the redevelopment projects foreseen in the new Master Plan advance, the NJMC will be working in cooperation with NJ Transit, Meadowlink, the counties, and the local municipalities to facilitate the application of satellite parking, shared parking, and shuttle bus systems, wherever possible.

Grassroots Mobilization

Some specific applications that will be investigated are a direct byproduct of the outreach effort in developing *Meadowlands Mobility 2030.*

- Both Carlstadt and Moonachie expressed interest in working to provide additional parking at existing or proposed rail stations on the Pascack Valley line.

- North Arlington expressed interest in working with En Cap Golf Holdings LLC to provide shuttles from Ridge Road to the proposed En Cap Station and the housing component of the EnCap project.

- The County of Hudson also expressed interest in exploring the feasibility of running an express shuttle from the Tonnelle Avenue HBLR rail station over the Cromakill Creek directly into the Harmon Meadow development in Secaucus. Here, there would be need to build a Cromakill Creek crossing and a short, but new, dedicated road spur that would afford an immediate connection to one of the largest employment centers in the District.

In partnership with NJ Transit and Meadowlink, the Commission will work to establish transportation links from these park and rides to various destinations in the Meadowlands. These will include transit services, shuttle operations, and carshare programs.

Mobility Management System

There is need to shape a comprehensive mobility management system that complements an evolving Meadowlands that will be reshaped as new transit hubs open and new or expanded transit systems become operational. As projects like Xanadu, Meadowlands Golf Course Resort Redevelopment Area, Highland Cross, the Secaucus Transit Village, the Paterson Plank Road Redevelopment Area, and other redevelopment projects take shape, the challenge will be to link new transit hubs to the employment nodes of the District.

The NJMC looks forward to working with NJ Transit, Meadowlink, and other key transportation entities to foster a blueprint for a comprehensive mobility management system for the district that will include rail, bus, shuttles and carshare programs.

In order to facilitate the development of such a system, improving busing in the District shall be made a priority. The feasibility of the following shall be explored:

- enabling buses to move quickly and reliably with frequent and predictable headways along dedicated rights-of-way, what is commonly referred to as Bus Rapid Transit (BRT)

- enhancing the Exclusive Bus Lane (XBL) on Route 495 which feeds the Lincoln Tunnel Hudson River crossing

- establishing bus priority from the northern end of the NJ Turnpike High Occupancy Vehicle (HOV) Lane to the XBL

- establishing bus priority from the NJ Turnpike through Exit 17 to the XBL

- establishing bus priority along the Route 3 East corridor through the Meadowlands to the XBL

- establishing bus priority throughout the Meadowlands region, and in particular Secaucus, to better link Secaucus Junction and key employment centers in Harmon Cove and Harmon Meadow. It also is important to provide links from key employment centers to the new rail stations that will be opening up on the eastern edge of the Meadowlands district along the HBLR

As the regional road network is heavily traveled, the level of planning that will have to be done to facilitate the implementation of Bus Rapid Transit is extensive. The key is for all parties involved in enhancing the regional transportation system to commit to the concept of effecting BRT.

In areas where capacity issues are not as demanding, shuttles from both the new and the old transit hubs, the park and rides, and satellite and shared parking facilities should be explored.

Other Congestion Buster Recommendations

There are a number of other recommendations in the Congestion Buster Task Force Report that *Meadowlands Mobility 2030* and the NJMC Master Plan address, including:

- Recommendation # 9 called for enacting a Statewide Comprehensive Freight Plan and Recommendation # 5 called for freight operations in off-peak hours**.** Portway, which has been elaborated on elsewhere in this plan, is the vehicle that addresses the complexities and the challenges of expediting movement of freight in the Meadowlands region and movements in off-peak hours have long been recommended and advanced throughout the District.

- Recommendation # 7 called for the enactment of Transportation Enhancement Districts (TED**).** This will be addressed in Chapter 6.

- Recommendation # 11 called for support for New Jersey's Smart Growth Policies. This is consistent with the NJMC Master Plan, adopted January 8, 2004 and effective February 17, 2004.

- Recommendation # 18 called for better data collection and recommendation #19 called for better dissemination of public information. Meadowlink already collects origin and destination data. This data will allow transit agencies to plan future enhancements and market the public transit and programmatic resources that are available to maximize efficiency.

Of the top eleven recommendations in the Congestion Buster Task Force's findings, eight of them are *Meadowlands Mobility 2030* priorities.

In approaching congestion busting, the most important action that can be taken is implementation. The goal is simple – to make the Meadowlands the best workplace for the commuter.

CHAPTER 6

FINANCING

A Pro-Active Agenda

The Commission's *Meadowlands Mobility 2030* accounts for an area of approximately 30 square miles, however, the impact of state policy cannot be ignored. While the Commission is partners with other state agencies, we also are advocates for the well-being and the prosperity of the District for which we are stewards. Accordingly, the Meadowlands Commission intends to be pro-active. NJMC has taken some important first steps, as follows:

- Provided NJ Transit with $80,000 for the visioning process for the Secaucus Transit Village project.

- Provided the New Jersey Sports and Exposition Authority (NJSEA) with $250,000 to support the planning that is currently being done by the NJSEA and its engineering consultant, Edwards and Kelsey. This is to ensure that a system-wide approach to assessing the transportation impacts of the Xanadu redevelopment project takes place including connections to the local and regional road and rail networks. In this effort, both the Paterson Plank Road redevelopment project and the Meadowlands Golf Course redevelopment project also are being factored into the impact equation in order to assess cumulative impacts. This is a comprehensive approach to assure that all needed improvements are implemented on a phased or prioritized basis, as needs dictate and development proceeds.

The above bears witness to the Commission's determination to make real the promise of *Meadowlands Mobility 2030.*

Transportation Enhancement (TED) or Partnering District (TPD)

The Meadowlands Commission strongly advocates that the Meadowlands region be designated a *Transportation Enhancement or Partnering District* so that new and critical revenue generating tools may be tapped. Senator Paul Sarlo of the 36th Legislative District, which includes much of the Meadowlands, has proposed a bill for such a designation to the legislature for consideration.

The NJMC is fortunate in that the business community in the Meadowlands,
represented by the Meadowlands Regional Chamber of Commerce, is progressive and understands both the benefit of and the need for effecting the passage of a statute that will have the Meadowlands District designated as a *Transportation Enhancement or Partnering District.*

Such a designation would then permit the assessment of fees on new development, as well as the prospective assessment of fees on existing property - all of which will directly support the implementation of critical transportation related projects.

While federal and state resources will remain paramount, it is evident that existing and prospective resources available at this time are inadequate to meet the transportation improvement needs cited in *Meadowlands Mobility 2030*. It is appropriate for the state to make special provisions, such as TED/TPD, for the financing of needed transportation improvements.

The creation of such an entity will provide a mechanism in which the state, counties, and municipalities have a means to work together in the District to respond to transportation needs on a daily basis. While such an entity could well be extended beyond the geographical boundaries of the Meadowlands District itself, it will provide a framework for a new, creative, and substantive public-private partnership that will meet transportation challenges for the region.

In the draft legislation, the Meadowlands Commission is identified as the lead agency to facilitate implementation of the recommended entity. *Meadowlands Mobility 2030* will be the formative planning document for any such entity, one that may be housed at the Meadowlands Commission offices and administered by the Commission's Chief Financial Officer -- yet directed, from a policy vantage point, by its own independent board. Such an entity should ideally enjoin the transportation agencies (NJDOT and NJ Transit), the Commission, Meadowlink, the Mayor's Committee, the Legislature, the Chamber, and other stakeholders. Operationally, the Meadowlands Commission is perfectly positioned to host the TED or TPD and to provide administrative support. The economies of scale, the planning synergies, and the technical support will help to expedite commencement of the program.

It is anticipated that the consensus building and planning methodology employed in establishing in development of the *Meadowlands Mobility 2030* plan will be ongoing. Consistency with statewide goals and objectives and coordination with counties and municipalities would thus be assured.

Formulas

The legislation intends that any fees assessed within a TED or TPD framework must be assessed with the understanding that the fees supplement, but do not replace, the overall public investment needed in the transportation system. All such fees charged to any particular development must be reasonably and tangibly related. The mechanism itself must be fair and the outcome must be substantive. Any assessment formula must produce results that justify the effort and demonstrate the reasonableness of the assessment to all parties.

- Assessments must have a reasonable nexus to tangible benefits. Projects should be priorities set forth in *Meadowlands Mobility 2030* and meet the goals of this plan.

- Assessments must be fairly and equitably applied.

- There must be criteria established for "hardship" determinations.

- Credits, discounts, and/or exemptions should be established to directly provide incentives to companies that physically and pro-actively engage productive TDM strategies, as identified in Chapter 5, in their projects.

The Meadowlands Commission and the Meadowlands District, once again, are uniquely positioned to be creative and to pilot strategies and initiatives that could well be modeled elsewhere in New Jersey. NJMC will advocate policies to garner or maximize federal revenue resources and we will pro-actively work to establish the aforementioned TED or TPD to augment the deliverability of important projects that require something more. Recognizing the imbalance between the tremendous demands for new public transit services and road network improvements and the limitations of available funding, it is understood that a transportation improvement district designation will not be a panacea, but that it will provide the district with an invaluable tool to make a pro-active contribution.

CHAPTER 7

AN ONGOING COMMITMENT

Meadowlands Mobility 2030 is intended to be an implementation tool, as well as a plan.

Since it is a cooperative, ongoing, strategic implementation initiative aimed, both now and in the future, at advancing needed transit and transportation improvement projects, fulfilling it will require vigilance and perseverance.

The immediate launch of *Meadowlands Mobility 2030* will require the consortium of stakeholders who assisted in developing this plan to diligently proceed with the following initiatives.

- Cooperate fully with NJ Transit to facilitate development of the designated Phase I Rail Spur into the Meadowlands Sports Complex, extension of the HBLR network as designed, and the new rail stations that are being advocated.

- Analyze the feasibility of the proposals being advocated to advance construction of an additional HBLR extension to the Meadowlands Sports Complex.

- Work with NJDOT, the NJ Turnpike Authority, the NJTPA, and NJ Transit to advance critical projects including the 15X Interchange and related road network improvements in south Secaucus; the Wittpenn Bridge Replacement Project; the Route 3 Passaic River Crossing Replacement; and the improvements along Route 120 (Paterson Plank Road), Routes 3 and 120, Route 17, and elsewhere that must proceed to accommodate the redevelopment at the Meadowlands Sports Complex.

- Work with Meadowlink and other organizations to advance creative TDM strategies to the Meadowlands District and develop a comprehensive bus and shuttle systems plan for the District.

- Provide employers, property owners, and individual commuters viable options and alternatives, other than the single occupant vehicles, for getting to work.

- Advance the concept of designating the Meadowlands as a *Transportation Enhancement or Partnering District* so that much needed revenue to finance special transportation projects can be raised.

- Work with local municipalities and lend support, when possible, to advance local improvement projects that enhance regional mobility and relieve congestion.

- Commit staff and monetary resources to facilitate the fulfillment of *Meadowlands Mobility 2030* goals and objectives.

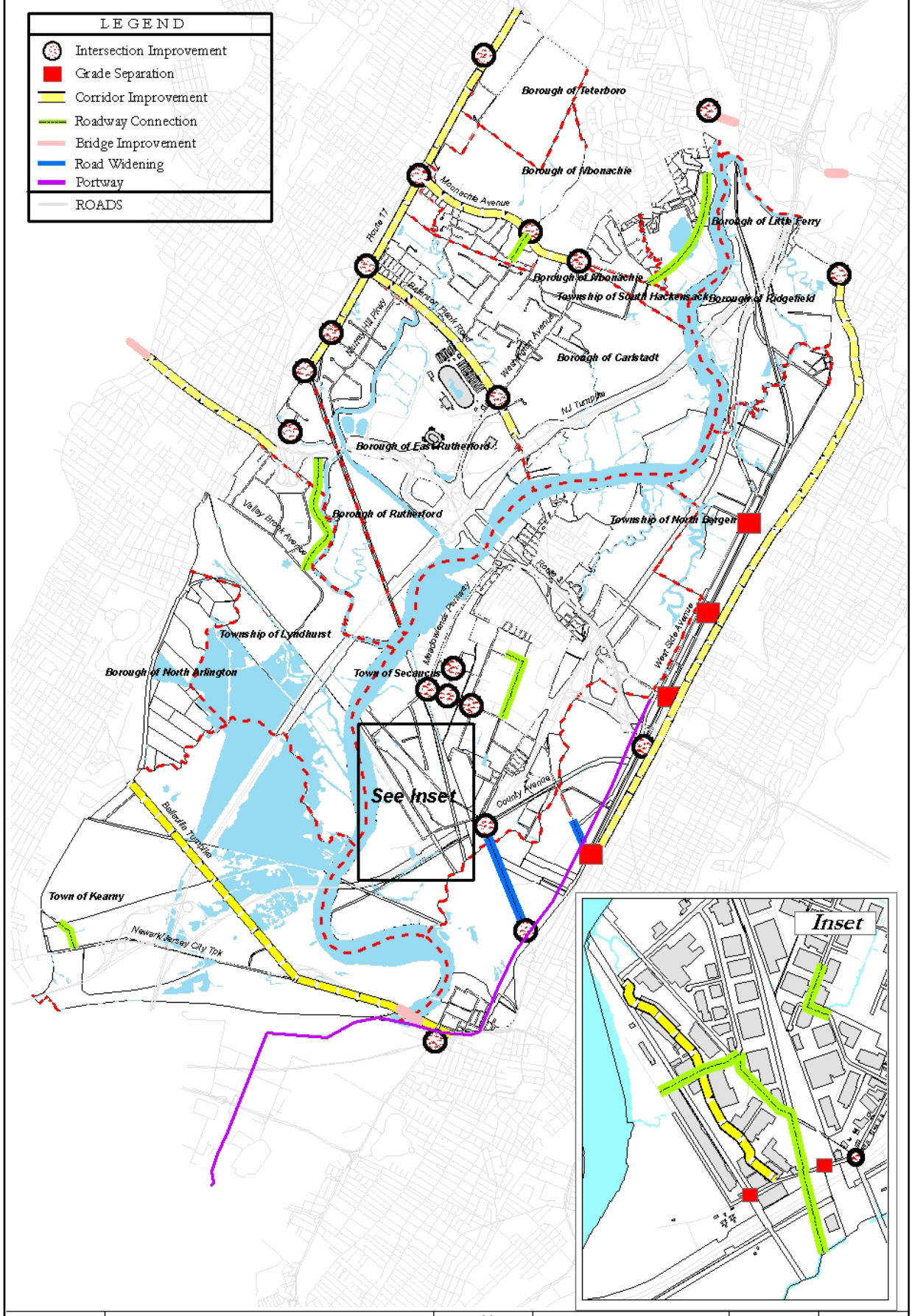
The NJMC will continue to fulfill its responsibilities in a manner that attracts redevelopment and smart growth investment in transportation improvements and that generates interest in programmatic initiatives that advance the concepts, project, and the intent of *Meadowlands Mobility 2030.* The Commission will join with the Meadowlands Regional Chamber of Commerce, Meadowlink, and others to convene an annual meeting of all transportation partners to assess the progress of *Meadowlands Mobility 2030* and to adjust this plan as is necessary so that it remains the best possible implementation tool.

Ultimately, the new Master Plan is a compelling vision that can only be realized if *Meadowlands Mobility 2030* is fulfilled. Fulfilling it will require investment of funding and other non-monetary assistance from many sources. Investment in our transportation network will lead to the economic promise set forth in the NJMC Master Plan and a bright future of for generations to come.

Maps

MEADOWLANDS MOBILITY 2030 — ROAD IMPROVEMENTS

New Jersey Meadowlands Commission



0 2,050 4,100 8,200 12,300

Scale in Feet

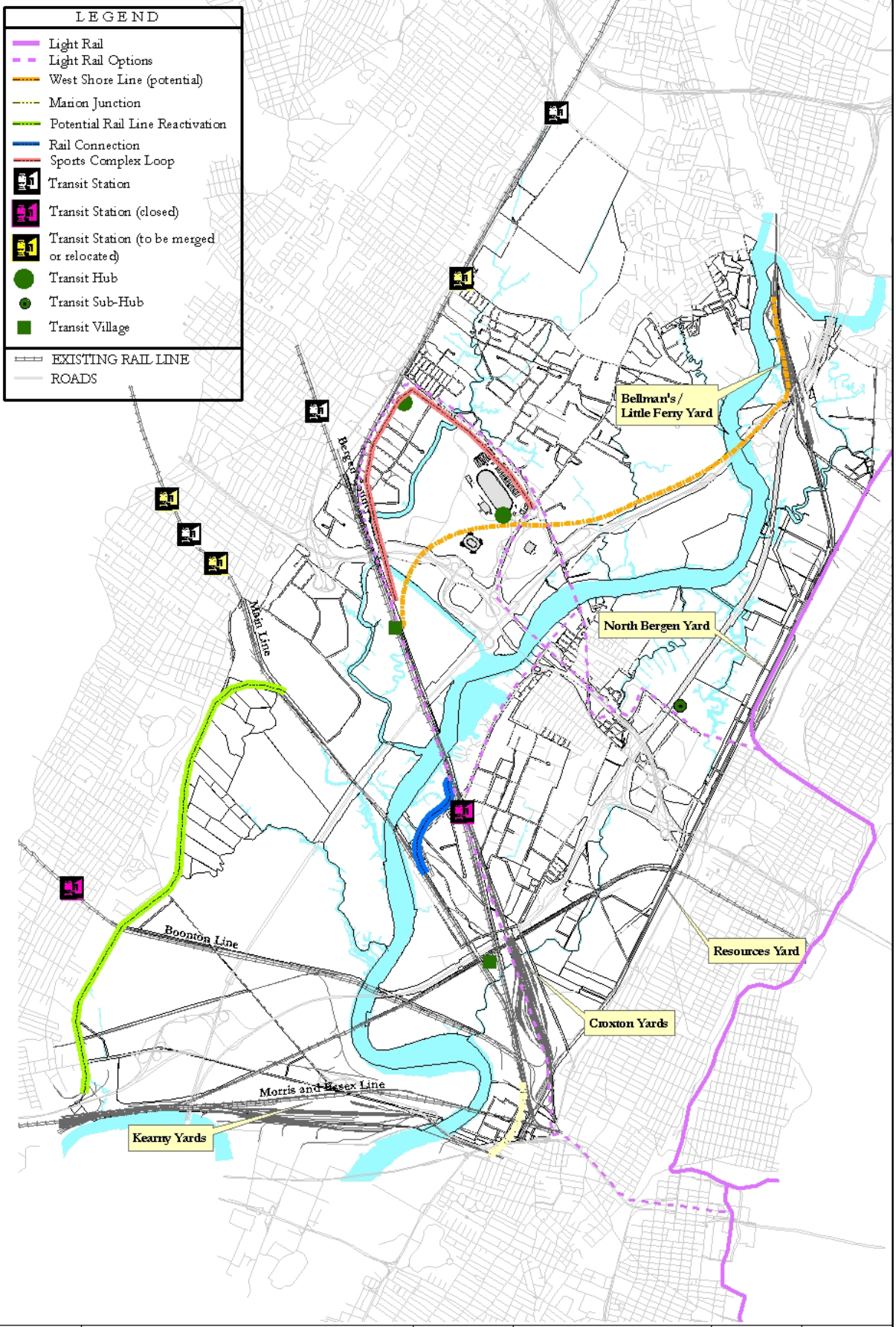
N W E S

PROJECTION:STATEPLANE
UNITS:FEET
DATUM:NAD83
SOURCE OF DATA:NJMC
DATE: JANUARY 2004

Map 1

MEADOWLANDS MOBILITY 2030 — RAIL IMPROVEMENTS

New Jersey Meadowlands Commission



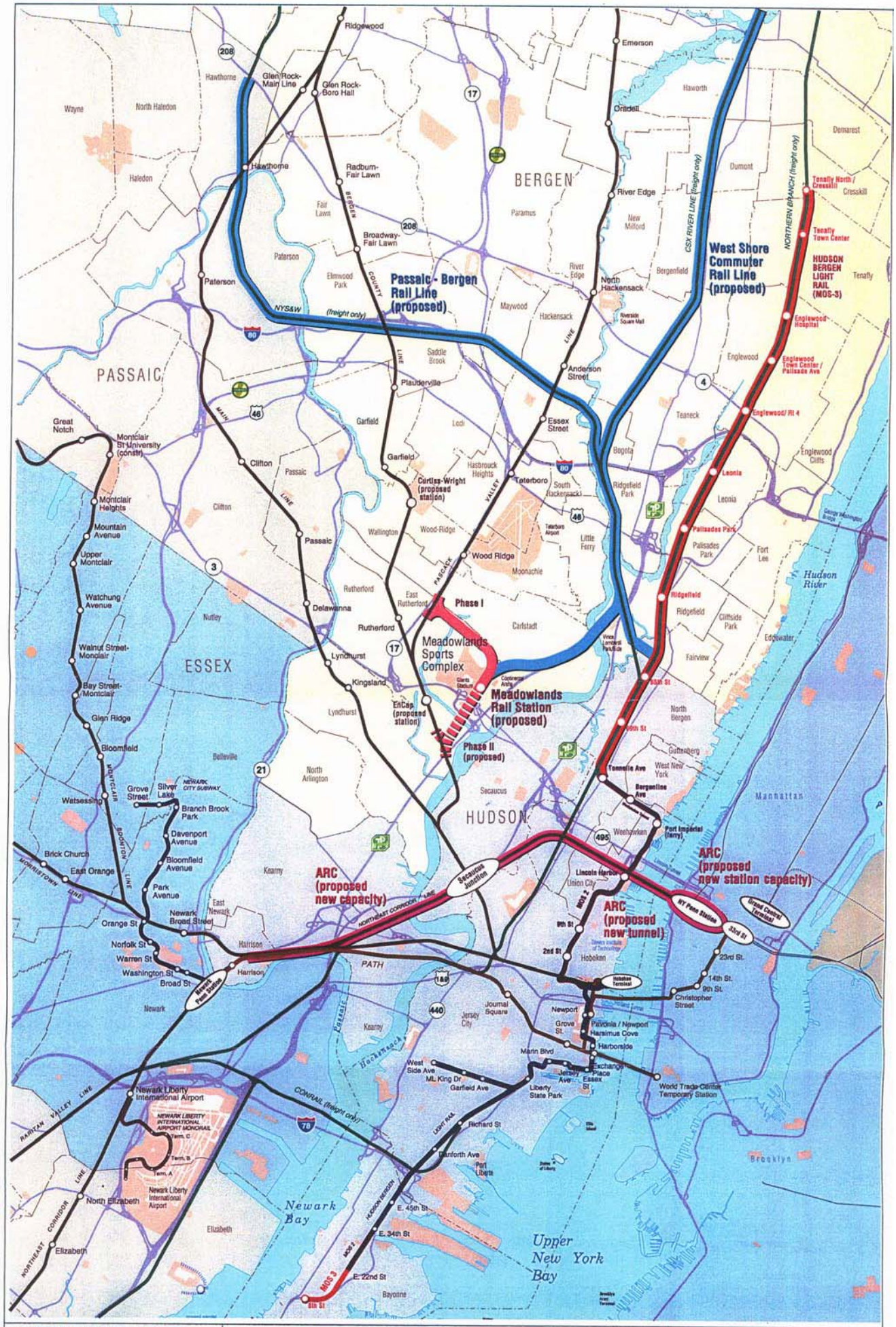
0 2,050 4,100 8,200 12,300

Scale in Feet

N W E S

PROJECTION:STATEPLANE
UNITS:FEET
DATUM:NAD83
SOURCE OF DATA:NJMC
DATE: JANUARY 2004

Map 2


Passaic - Bergen Rail Line (proposed)
West Shore Commuter Rail Line (proposed)
HUDSON BERGEN LIGHT RAIL (MOS-3)
Phase I
Phase II (proposed)
Meadowlands Sports Complex
Meadowlands Rail Station (proposed)
ARC (proposed new capacity)
ARC (proposed new station capacity)
ARC (proposed new tunnel)
BERGEN
PASSAIC
ESSEX
HUDSON
Hudson River
Upper New York Bay
Newark Bay
Manhattan
Brooklyn
Ridgewood
Glen Rock-Main Line
Glen Rock-Boro Hall
Hawthorne
Radburn-Fair Lawn
Broadway-Fair Lawn
Paterson
Emerson
Oradell
River Edge
North Hackensack
Anderson Street
Essex Street
Teterboro
Secaucus Junction
Newark Penn Station
NY Penn Station
Grand Central Terminal
Hoboken Terminal
Newark Liberty International Airport
World Trade Center Temporary Station
Tenafly Town Center
Englewood Hospital
Englewood Town Center / Palisade Ave
Englewood/ Rt 4
Leonia
Palisades Park
Ridgefield
Tonnelle Ave
Bergenline Ave
Port Imperial (ferry)
Lincoln Harbor
Union City
Weehawken
Hoboken
Journal Square
Jersey City
Newport
Grove St.
Paulsia / Newport
Harsimus Cove
Harborside
Exchange Place
Essex St.
Marin Blvd
Jersey Ave
Liberty State Park
West Side Ave
ML King Dr
Garfield Ave
Richard St
Danforth Ave
Port Liberty
E. 45th St
E. 34th St
E. 22nd St
8th St
Bayonne
Elizabeth
North Elizabeth
Newark Liberty International Airport
NEWARK LIBERTY INTERNATIONAL AIRPORT MONORAIL
Term. A
Term. B
Term. C
Newark
Harrison
Kearny
East Newark
Orange St
Norfolk St
Warren St
Washington St
Broad St
Newark Broad Street
Park Avenue
Bloomfield Avenue
Davenport Avenue
Branch Brook Park
Silver Lake
Grove Street
NEWARK CITY SUBWAY
Watsessing
Brick Church
East Orange
Bloomfield
Glen Ridge
Bay Street-Montclair
Walnut Street-Montclair
Watchung Avenue
Upper Montclair
Mountain Avenue
Montclair Heights
Montclair St University (constr)
Great Notch
Clifton
Passaic
Delawanna
Rutherford
East Rutherford
Lyndhurst
Kingsland
Garfield
Plauderville
Saddle Brook
Elmwood Park
Fair Lawn
Paramus
Maywood
Hackensack
Bogota
Teaneck
Englewood
Fort Lee
Edgewater
Fairview
North Bergen
Guttenberg
West New York
Secaucus
North Arlington
Belleville
Nutley
Wallington
Wood-Ridge
Wood Ridge
Moonachie
Carlstadt
Little Ferry
Ridgefield Park
Cliffside Park
Haworth
Demarest
Dumont
Tenafly
Cresskill
Haledon
Wayne
North Haledon
Hawthorne
Glen Rock-Main Line
Glen Rock-Boro Hall
Radburn-Fair Lawn
Broadway-Fair Lawn
Paterson
Elmwood Park
Fair Lawn
Saddle Brook
Plauderville
Garfield
Clifton
Passaic
Delawanna
Rutherford
East Rutherford
Lyndhurst
Kingsland
Lyndhurst
Kearny
Harrison
Newark
Bloomfield
Glen Ridge
Bay Street-Montclair
Walnut Street-Montclair
Watchung Avenue
Upper Montclair
Mountain Avenue
Montclair Heights
Montclair St University (constr)
Great Notch
Nutley
Belleville
North Arlington
Secaucus
Kearny
Jersey City
Journal Square
Hoboken
Weehawken
Union City
Lincoln Harbor
Port Imperial (ferry)
Tonnelle Ave
Bergenline Ave
North Bergen
Guttenberg
West New York
Englewood Cliffs
Leonia
Palisades Park
Ridgefield
Cliffside Park
Edgewater
Fairview
Fort Lee
Teaneck
Bogota
Ridgefield Park
Little Ferry
Moonachie
Carlstadt
Wood Ridge
Wood-Ridge
Wallington
Rutherford
East Rutherford
Lyndhurst
Kingsland
Secaucus
North Arlington
Belleville
Nutley
Bloomfield
Glen Ridge
Bay Street-Montclair
Walnut Street-Montclair
Watchung Avenue
Upper Montclair
Mountain Avenue
Montclair Heights
Montclair St University (constr)
Great Notch
Clifton
Passaic
Delawanna
Rutherford
East Rutherford
Lyndhurst
Kingsland
Garfield
Plauderville
Saddle Brook
Elmwood Park
Fair Lawn
Paramus
Maywood
Hackensack
Bogota
Teaneck
Englewood
Fort Lee
Edgewater
Fairview
North Bergen
Guttenberg
West New York
Secaucus
North Arlington
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Wallington
Wood-Ridge
Wood Ridge
Moonachie
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Haworth
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Radburn-Fair Lawn
Broadway-Fair Lawn
Paterson