

## ***Introduction***

New Jersey's administrative transportation structure is unique in that it is engaged planning and decision-making that extends far beyond the design and construction of new projects and at the same time fully engaged in operating a legacy system far older than other systems in most of the United States.<sup>1</sup> Transportation planners and decision-makers recognize that solutions that successfully addressed major transportation issues in the past are no longer adequate in meeting future challenges. Meeting these challenges will require re-framing issues; re-thinking past practices; and fashioning new tools. This process should lead to complementary changes in transportation and land-use policies that incorporate regional decision-making which will require an increased degree of collaborative problem-solving among public agencies on multiple levels. Furthermore, little — if any — of this effort can proceed unless the State of New Jersey can devise the means to adequately finance its future transportation improvements.

New Jersey's present transportation system is complex operationally and fragmented physically. It is comprised of an overlay of systems and institutions that evolved over centuries from pre-colonial Indian trails to the modern interstate highway system, from bucolic canals to modern trucking, commuter and freight rail services, and from small seaports and airstrips to large containerized port facilities and international airports. As this network became more intricate and fragmented, so did its management and financial structure.

Today, the State's transportation system is overseen by a variety of agencies of different sizes and financial capabilities. The nature of the transportation network is evidenced by a simple accounting of just its road system, which has 2,300 miles of state roads, 30,864 miles of municipal and county roads and 351 miles of roadways administered by independent authorities. In addition, New Jersey's counties and municipalities are responsible for 2,472 bridges. The New Jersey Department of Transportation (NJDOT) has the most comprehensive mandate with respect to the State's transportation network. In 1966, New Jersey was the first state to establish a single agency with responsibility for coordinating and planning the highway, bus, rail, aviation and port components of a statewide transportation system. Today, NJDOT has jurisdiction over 2,300 miles of state roadways, which also includes responsibility for 2,579 state bridges. NJDOT also monitors and licenses 45 general aviation airports, one heliport and one seaplane base.

With the rapid growth of publicly-funded highway systems in the mid-20<sup>th</sup> century, private commuter bus and rail systems experienced severe loss of ridership and deterioration of assets, eventually necessitating a government takeover. As world oil availability became scarce during the 1970s, the urgency of maintaining these vital alternative modes became critical. NJ TRANSIT was established in 1979 to assume the operation of most private passenger rail and bus routes, and to stabilize and rebuild these services into today's modern and reliable system.

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<sup>1</sup> The introduction section came from the 2010 *Draft Final New Jersey State Development and Redevelopment Plan* drafted by the State Planning Commission and its staff.

Now the fifth largest public transit carrier and the largest statewide public transportation system in the nation, NJ TRANSIT is responsible for approximately 850,000 trips each weekday on 242 bus routes, 11 commuter rail lines and 3 light-rail lines. Since its formation, demand for NJ TRANSIT rail and bus services have significantly increased and bus and rail services have been expanded to provide alternatives to ever-increasing congestion on New Jersey's roadways. Furthermore, several light rail lines have been built to promote and support renewed growth and development. Most notable are modern efficient routes in Bergen and Hudson counties, built to promote the resurgence of the state's waterfront redevelopment; in Newark, designed to expand and improve its popular and well used subway system; and between Trenton and Camden, established to forge better connections between Northern and Southern New Jersey. Several privately run bus and jitney services also support the state's public transportation system and run independently of NJ TRANSIT bus services.

In addition to the statewide focus of NJDOT and NJ TRANSIT, a number of authorities, commissions and corporations operate specific transportation bridge, tunnel and transit facilities serving selected regions including rapid transit systems – PATH and PATCO; tunnel facilities – the Holland and Lincoln Tunnels; marine terminals – Ports Newark/ Elizabeth, Global Terminal, Port of Camden and the Gloucester Marine Terminal; interstate and intrastate bridge crossings – including multiple Delaware River crossings and others across the Hudson River, Kill Van Kull, Arthur Kill and coastal waterways; and toll road facilities – the New Jersey Turnpike, Garden State Parkway, and Atlantic City Expressway.

In addition, New Jersey has three metropolitan planning organizations (MPOs) – the North Jersey Transportation Authority (NJTPA), the South Jersey Transportation Organization (SJTPO) and the Delaware Valley Regional Planning Commission (DVRPC). These entities are federally established and function pursuant to the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) to ensure federally required coordinated planning and capital programming of transportation projects at the state and county/city subregional government levels. To achieve this, the MPOs are responsible for the development of a long-range regional transportation plan and the Transportation Improvement Program (TIP) for their areas, which are developed in cooperation with the state and affected transit operators. The TIP must be consistent with the long-range transportation plans and include all projects in the metropolitan area that are proposed for Federal funding. New Jersey's three MPOs are likely to continue to play an important and expanding role, especially if New Jersey is unable to identify and tap state and local transportation funding sources.

The extensive network of roads, ports, airports and rail in New Jersey are an important local, regional, and national asset used to transport both people and freight. Taken together, the complexity of today's transportation system in New Jersey is challenging, and there is a clear need for a common vision and a transportation planning approach that can provide for more efficient, effectively coordinated and integrated decision-making. The following transportation planning goals are deemed critical by APA-NJ towards advancing the betterment of the State of New Jersey and United States of America.

## **1. MAINTAIN AND IMPROVE THE TRANSPORTATION INFRASTRUCTURE**

### **A. Adhere to “Fix it First” Policies**

- Provide highest capital program funding priority to infrastructure rehabilitation projects – particularly for those projects affecting mass transit and structural crossings
- Maintain and increase funding in absolute and relative terms for rehabilitation projects
- Consider a dedicated funding source for rehabilitation projects
- Employ life-cycle analysis to assist in programming for operating and maintenance costs
- Utilize new design and construction technologies, as available, to minimize future rehabilitation needs

### **B. Identify and Prioritize Rehabilitation Needs**

- Establish standards for a “state of good repair” and establish targets for improving conditions
- Collect and assess information on infrastructure conditions, needs, and rehabilitation backlogs
  - Create an implementation matrix
  - Prioritize and advance key rehabilitation schedules
  - Maintain and increase inspection, survey, and monitoring activities
  - Maintain fleet replacement schedules
- Improve and utilize the existing NJDOT Capital Investment Strategy (CIS) analysis and management system data compilation and reporting
- Among projects to receive priority for rehabilitation funding should be key safety issues, mass transit operations, high-cost bridges, and projects that coordinate with, leverage, and support land development initiatives

### **C. Conduct Regular Maintenance and Rehabilitation Activities**

- Maintain and increase surveillance, inspection, and protection of critical infrastructure elements
- Expedite emergency repairs, as necessary
- Utilize available technologies and techniques that will reduce costs and improve effectiveness of maintenance activities (i.e. NJDOT pavement crack sealing program)

## **2. INTEGRATE TRANSPORTATION AND LAND USE PLANNING**

- A. Establish partnerships at all levels of government and the private sector to develop comprehensive planning policies that coordinate and leverage transportation and land use investments and decision-making**
- Embrace land use as an integral part of the NJDOT and NJ TRANSIT decision making process and investment strategy
  - Emphasize programs like NJFIT (Future in Transportation) and transit-friendly planning and development programs
  - Apply context-sensitive design standards to all transportation facilities
  - Employ parking policies that incorporate design standards encouraging development/redevelopment in ways that adhere to comprehensive planning and sustainability principles (i.e. shared parking, reduced standards where applicable, architectural treatments, orientation and location, etc.)
- B. Promote development and redevelopment that is designed to be transit supportive (i.e. at rail stations and bus stops with significant levels of transit service)**
- Fully fund the Transit Village Initiative and Transit-friendly Planning Initiative
  - Incorporate the need for affordable housing and job opportunities near mass transit facilities to ensure low cost transportation options and accessibility issues are addressed
  - Promote quality of design best practices to ensure the proper relationships between community access and mobility needs and land use investments are properly established
- C. Adopt multimodal corridor management approach with state, regional, county and local partners**
- Work with MPOs to identify and prioritize key multimodal corridors for future investments
  - Ensure land use issues are addressed to ensure regional mobility issues are addressed in-concert with local accessibility
- D. Ensure that transportation policies and investments are integrated within and inform the direction of the State's strategic planning efforts (i.e. The State Development and Redevelopment Plan)**
- Revise the Roadway Design Manual to recognize community context
  - Fully incorporate pedestrian and bicycle facilities in roadway and community design
  - Use transportation strategies and investments to support the redevelopment of brownfields and greyfields

- Provide higher priority to projects that promote integrated land use/transportation planning

**E. Encourage redevelopment for freight uses around ports, intermodal terminals and yards**

- Give priority to transportation projects that support redevelopment of brownfields for freight use in key areas such as Port Newark/Elizabeth and port areas in South Jersey

**F. Recommend changes to legislation that are consistent with sound comprehensive planning principles to ensure investments in land use and transportation are integrated**

- Municipal Land Use Law:
  - Require circulation elements and/or a hybrid land use and transportation element in municipal master plans
  - Establish criteria to ensure said element is more than a roadway classification chart
  - Work to integrate land use with transportation planning
- State Highway Access Management Act: Revise Code to be multimodal and support the State Plan

**G. Provide financial incentives to develop new jobs in urban areas which have established transit access**

- Encourage the Urban Transit Hub Tax Credit Program to develop new investment and job growth around nine urban transit hubs in New Jersey including Trenton, Camden, Elizabeth, Jersey City, Atlantic City, Newark, and New Brunswick

### **3. INCREASE SAFETY AND SECURITY**

#### **A. Support programs to reduce injuries and fatalities and minimize property damage**

- Maintain support of municipal projects to provide Safe Routes to Schools and Safe Routes to Transit
- Develop standards for reducing design speeds aimed at pedestrian safety issues
- Continue program to prevent median crossover crashes
- Advance Senior Safety Pilot as a program area

#### **B. Support implementation of multi-agency Comprehensive Strategic Highway Safety Plan**

- Increase pedestrian safety; apply traffic calming techniques and devices
- Implement engineering programs to keep motorists on the road and in their lanes, minimize crashes and discourage aggressive driving
- Evaluate current methodologies to identify and select intersections for improvement
- Promote the Older Driver Design Guidelines and educate others in their use

#### **C. Identify and establish priorities for operational and safety improvements at key rail and highway at-grade crossings**

- Develop a supplement to the Manual of Uniform Traffic Control Devices and Roadway Design Manual for highway-rail grade crossings

#### **D. Ensure communication and coordination with all applicable agencies and the private sector to maintain security**

- Implement mutual aid agreements with other public and private agencies, in both New Jersey and neighboring states, to ensure adequate resources
- Work with other transportation agencies and the private sector to develop and apply Best Management Practices as part of NJDOT's and NJ TRANSIT's Emergency Operations Plan
- Support evacuation plans for New Jersey, especially across the Hudson River and from shore areas
- Develop and complete response plans to address all types of emergencies
- Define procedures and roles for emergency response, evacuation and recovery identifying overlapping areas and responsible agencies
- Support investment in advanced security communications systems

**E. Address the special security needs related to motor vehicles, goods movement (trucks and rail), hazardous materials, transit operations, bridges, tunnels, aviation (including cargo), ferries, and port operations Improve security on the state's transportation systems**

- Complete vulnerability and risk assessments and develop programs to protect high-risk transportation facilities from the impacts of climate change
- Increase surveillance of NJ TRANSIT's stations and other strategic transportation facilities, including vital rail corridors such as the Northeast Corridor (NEC)
- Include safety and security in planning, analysis and development of transportation facilities

**F. Support training to improve security awareness, emergency response and preparedness to meet national directives on homeland security**

- Control access to sensitive transportation facilities (as defined by NJDOT's Office of Emergency Management, NJ Office of Homeland Security and Preparedness, and the Transportation Security Administration)

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#### **4. INCREASE THE MOBILITY, ACCESSIBILITY, AND RELIABILITY OF TRAVEL**

##### **A. Relieve congestion and reduce delay for both highways and transit**

- Focus on the current system's much-needed maintenance and improvements instead of new highway capacity expansion projects
- Reduce bottlenecks and missing links where fiscally prudent to do so, while minimizing harm to the environment
- Review State Highway Access Management Act
- Partner with local municipalities and developers to ensure local connections are part of the planning process
- Promote coordination and integration of all transportation systems

##### **B. Expand the availability of public transit and increase the level of service, which in turn will help further reduce automobile trips**

- Create additional transit capacity to New York City and Philadelphia, major employment centers for the state's workers
- Evolve NJ TRANSIT'S services into an integrated multimodal statewide network by offering more frequent service, coordinated schedules, and timed transfer locations at key transportation hubs
- Improve the speed and reliability of bus service by establishing bus priority corridors and implementing preferential treatments for buses to reduce delays due to congestion
- Encourage local municipalities to permit bus priority signalization on bus priority corridors
- Increase the frequency and hours of bus and rail service where the marketplace supports the increase and funds exist to fully cover the operating costs not covered by fares
- Enhance access to transit (park-and-ride lots, sidewalks, bicycle storage) and passenger amenities (bus shelters, improved signage, lighting, etc.)
- Sustain efforts to improve the on-time performance and reliability of all public transit services

##### **C. Provide for affordable mobility options to all segments of the transportation-disadvantaged**

- Recognize the importance of environmental justice principles in long-range transportation planning
- Explore partnerships with Transit Management Associations (TMA), counties and other organizations to provide mobility options for persons who need public assistance
- Implement a statewide bicycle safety initiative focusing on adult bicycle commuters, including lower-income service workers and non-English speaking riders

- Ensure housing is provided near job opportunities to avoid the need for long commutes and reduce vehicle miles traveled (VMT) — especially through affordable housing for low-income households
- Analyze needs and prepare emergency evacuation plans for transit dependent populations
- Ensure that lower income communities are included in NJDOT's discretionary grant programs
- Investigate measures to promote the inclusion of projects in the capital programming process that are beneficial to these communities
- Support transit-operating subsidies to ensure affordable mobility options

**D. Support walking and bicycling as alternative ways to travel**

- Foster a pro-walking and pro-cycling ethic
- Incorporate Complete Streets design principles into any resurfacing, expansion, or new road plans in order to provide maximum pedestrian and bicycle accommodations
- Encourage local municipalities to change zoning ordinances to encourage transit friendly development

**E. Develop a strategically located and diversified system of general aviation airports**

- Preserve and protect the state's core airport system
- Make safety, operational and capacity improvements at all public use airports to support increased corporate and personal use
- Provide an airport system that can support current and future demand in conjunction with the National Plan for Integrated Airport Systems and the State Aviation System Plan

**F. Establish an information clearinghouse for aging and disabled transit and paratransit users**

- Create a web portal for traveler information that is served by a single, user updatable database of human services and public transportation providers, accessible via a web browser on the Internet
- Comply with regulations and guidance for the Americans with Disabilities Act and Title VI of the Civil Rights act of 1964

**G. Give greater emphasis to the work of the eight Transportation Management Associations**

- Seek to increase transit use; encourage flextime, telecommuting, car- and vanpooling; and to develop and advance parking strategies

## **5. ENHANCE THE ENVIRONMENT**

### **A. Incorporate context sensitive solutions and community impact assessment in the development of transportation projects**

- Revise the Roadway Design Manual to enable flexible design standards that respect the local context
- Work with municipalities and affected neighborhoods to properly size projects and minimize environmental and social impacts

### **B. Lower transportation emissions and encourage greater energy efficiency**

- Encourage the use of hybrid vehicles, electric vehicles and alternative fuels to reduce greenhouse gas emissions
- Continue clean diesel and other technological initiatives to reduce emissions for buses as well as NJDOT fleet vehicles and equipment
- Pursue development and procurement of low-emission rail vehicles, including electric propulsion and dual-mode (electric and diesel) locomotives and rail cars
- Promote and support all alternatives to driving (transit, walking, bicycling, car- and vanpooling, etc.)

### **C. Seek opportunities to go beyond mitigation and provide benefits to the physical and human environment**

- Encourage cooperative land use and transportation planning activities (i.e. smart growth)
- Designate more scenic byways
- Protect open space along highway and transit corridors

### **D. Evaluate impacts and benefits of transportation projects on all affected populations and provide mitigation commensurate to the impacts**

- Develop the technical capability to assess benefits and adverse effects
- Work in partnerships to create and enhance intermodal systems and support projects and services that improve the environment for low-income and minority communities

### **E. Strengthen implementation and monitoring practices at NJDOT and NJ TRANSIT facilities to ensure principles of environmental stewardship are followed**

- Improve procedures to monitor construction activities to ensure adherence to environmental commitments made during design and principles of stewardship

**F. Establish an environmental management system to comprehensively address environmental issues in transportation activities (from inception through the life of a project), including policies, procedures, management programs, tools, training and monitoring elements**

- Improve the regional green infrastructure by refining and expanding the range of environmental mitigation activities
- Work with stakeholders to increase regulatory flexibility
- Promote ecosystem-based approaches to mitigation by increasing understanding of the importance and scope of green infrastructure
- Encourage activities that mitigate for impacts to unregulated environmental resources
- Assist stakeholders with the identification of mitigation sites
- Address stormwater issues as they relate to roadway construction, maintenance and operations
- Address parking facilities with respect to stormwater volume, velocity, quality and to land consumption more generally
- Ensure that the implementation and monitoring practices that are implemented take into account principles of environmental stewardship, environmental justice and equity
- Conduct comprehensive vulnerability and risk assessments of the State's transportation infrastructure with respect to impacts of climate change, employing adaptation strategies to protect important transportation infrastructure

## 6. OPTIMIZE FREIGHT MOVEMENT

### A. Improve Efficiency and Increase Capacity

- Invest to keep infrastructure in good condition and ensure efficient operations
- Improve multi-modal connections
- Increase capacity along key freight corridors
- Advance use of intelligent transportation systems (ITS) and related technologies for freight
- Develop performance measures for freight reliability and infrastructure condition

### B. Ports

- Conduct maintenance dredging and complete channel deepening projects
- Increase clearance for ships to transit under Bayonne Bridge
- Improve truck and rail connections to ports, yards and warehouses
- Consider synergies between North Jersey and South Jersey ports -- advance “One State, One Port” strategy
- Continue planning for possible new ports along the Delaware and Raritan Rivers
- Explore short-sea (Marine Highway, Port Inland Distribution Network) shipping opportunities

### C. Trucks

- Maintain and improve pavement and bridge conditions
- Make strategic roadway investments on main truck routes
- Advance Portway and Liberty Corridor projects and interchange completion projects
- Continue to improve incident management, provide more EZ Pass express lanes, support CVISN (Commercial Vehicle Information System Network)
- Work with ports and distribution centers to facilitate off-peak hours of operation
- Improve local road “last mile / first mile” connections with highways
- Develop Truck Rest Stops in order to address existing shortages in truck slots, especially in Northern and Central New Jersey

#### **D. Rails**

- Increase system capacity and reduce bottlenecks
- Advance priority projects, including projects defined by the North Jersey Development Plan and the Mid-Atlantic Rail Operations Program
- Improve rail access to ports, warehouses, and industrial areas
- Upgrade track to accommodate the full weight of the national freight carrying capacity standard
- Increase the amount of track capable of handling double-stacked containers
- Balance rail freight improvements with rail passenger needs

#### **E. Air**

- Maintain air cargo system capacity at primary airports including Newark Liberty International Airport (EWR)
- Preserve and improve landside connections

#### **F. Advance Integrated Freight Distribution Network**

- Plan for system of distribution centers and warehouses to complement port operations
- Build on current Portfields initiative and target development on underutilized properties, including brownfields
- Consider opportunity for freight village development
- Enhance intermodal connections between ports, warehouses / distribution centers, and other freight-related businesses
- Advance planning for port inland distribution networks and rail shuttles

#### **G. Maintain Safety and Security**

- Maintain and improve security of ports and other key freight facilities while optimizing efficient operations
- Utilize ITS and other technological applications to the extent feasible
- Ensure proper training and preparation to deal with hazardous material incidents and other emergencies
- Maintain enforcement of truck safety regulations including restrictions on vehicle weight and driver hours
- Utilize weigh-in-motion technology
- Increase supply of adequate truck rest areas
- Address geometric deficiencies and other safety hazards along key truck routes
- Improve safety at rail grade crossings and replace at-grade crossings as possible

#### **H. Promote Freight Policy and Planning**

- Incorporate freight issues into planning on all levels
- Balance freight needs with other objectives including economic, land use, and environmental
- Improve information and education on the value of freight
- Work with local officials and general public to address concerns about impacts of freight operations
- Maintain continuous freight planning process employing the NJDOT Freight Master Plan and the State Plan to identify strategic logistics locations, establish identify performance measures, and assess outcomes
- Designate a “single point of contact” within the Governor’s Office to be responsible for major freight-related policy, including economic development and brownfields clean-up activities
- Address freight industry concerns about regulatory impediments
- Establish dedicated funding source for freight infrastructure improvements

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## **7. CONTINUALLY IMPROVE THE PROCESS OF PROVIDING TRANSPORTATION FACILITIES AND SERVICES**

### **A. Improve coordination**

- Create a senior-level Transportation Coordinating Committee to coordinate development of capital programs
- Adopt Corridor Management Plan approach to involve all interested parties in corridor planning, operations, maintenance and security

### **B. Inform decision-making for public transportation**

- Develop a transit project prioritization process for new fixed guideway transit projects

### **C. Involve customers in decision-making process by providing clear information and forums for discussion**

- Survey transportation users periodically
- Educate elected officials and the general public about freight, smart growth, travel security issues and travel behavior and its impacts
- Enhance public involvement activities to ensure the meaningful participation of minority and low-income populations

### **D. Seek alternative funding sources**

- Investigate potential for congestion pricing, high-occupancy toll lanes, revised toll policies
- Review mechanisms for public/private partnerships

### **E. Deliver projects and services in a timely and cost-effective manner**

- Develop tools necessary to track performance indicators
- Update procedures to estimate the costs and durations of projects
- Create an integrated management system for all data (NJDOT currently gathers and compiles using independent management systems)
- Report results to agencies and the public
- Integrate NJDOT and New Jersey Department of Environmental Protection (NJDEP) permit processes

## **8. OPERATE THE TRANSPORTATION SYSTEM EFFICIENTLY**

### **A. Operate New Jersey's transportation system as a network**

- Integrate the statewide traffic management system into one seamless operational platform

### **B. Provide more options for travelers by providing real-time information**

- Expand the use of sensors, probes and closed-circuit television cameras on the highways to determine travel times and conditions
- Continue to enhance the NJ511 free phone and web traveler information program
- Build on Google™ Transit on-line trip planning capabilities to incorporate local paratransit services
- Provide information about public transit options and available parking at transit stations and park-and-ride facilities at crucial highway junctions and corridors
- Promote public-private partnerships to disseminate traveler information

### **C. Reduce the duration of incidents**

- Increase coverage area of Emergency Service Patrols
- Increase coordination with local emergency responders
- Integrate communication systems of emergency responders with NJDOT's system to permit two-way sharing of information
- Complete development of automated system to reroute police, fire and emergency medical service vehicles on missions not related to incidents
- Improve incident clearance

### **D. Improve roadway signage**

- Investigate the number and placement of signs
- Improve the quality of information
- Enhance readability

### **E. Improve traffic signal operations**

- Continue traffic signal optimization program
- Upgrade traffic signal equipment to current standards
- Reduce traffic congestion through improved traffic management
- Improve work zone management
- Improve winter weather management

### **F. Provide preferential treatment for bus operations on major corridors**

- Select and implement key corridors for express and bus rapid transit (BRT) services
- Develop the partnerships necessary to implement preferential treatment

**G. Improve delivery of transit services**

- Continue to work with other regional transit operators to develop new technologies and implement demonstrations to advance seamless regional fare payment and ticketing
- Upgrade transit information systems
- Improve security and passenger safety

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## **9. FUNDING / ECONOMIC DEVELOPMENT**

### **A. Ensure Adequate Funding**

- Restore long-term solvency of the Transportation Trust Fund to ensure stable and adequate state funding for transportation capital, maintenance and operating funding
  - Consider an increase in the gasoline tax, which is an equitable 'Pay As You Go Funding' method
- Maximize federal funding for transportation investment projects
- Restore funding to the Transit Village and other similar programs
- Explore the utilization of public-private partnerships, development impact fees, design/build and other innovative funding methods
  - Ensure that these funding mechanisms do not deter private development and focus on maintaining the long term public policy goals outlined in this document

### **B. Prioritize Investment in Urban Areas**

- Adopt and implement an urban investment strategy consistent with the State Development and Redevelopment Plan (SDRP)
  - Adopt program criteria that prioritize projects in urban areas
  - Dedicate increased funding for projects in urban areas, based on a prioritization of needs for the most critical investments needed
- Prioritize funding for port-related improvements

### **C. Prioritize Investment in Public Transit**

- Allocate increased funding for public transit projects
- Incorporate planning for transit-oriented development as part of all major transit investments
- Maintain funding for strategic highway investment, targeted at reducing congestion, pollution, and safety hazards

### **D. Integrate Transportation Investment and Land Use and Development Planning**

- Endorse, conduct, and incorporate planning efforts aimed at better linking residential and employment locations
  - Emphasize planning concepts such traditional neighborhood development, transit-oriented development, workforce housing, reverse commuting, and employee commute options
  - Prioritize investment decisions to leverage and/or encourage funding for affordable housing property acquisition, the preservation of existing affordable housing stock and the production of new affordable units
- Support and enhance NJDOT programs such as Transit Villages, NJFIT, and Smart Workplaces

**E. Improve Performance Measurement and Analysis**

- Improve analysis of economic impacts of transportation investment projects
  - Refer to recent analysis of American Recovery and Reinvestment Act (ARRA) project impacts, including jobs, earnings, gross product, tax revenue, business revenue, and profits
- Utilize information for evaluating proposed projects and assessing completed projects
- Develop analysis tools and methodologies to calculate macroeconomic measures to ensure that transportation investments proceed in a fiscally prudent manner

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