A map of the Northeast Corridor region, showing states from New England down to Washington, D.C. The corridor is highlighted with a yellow line. Major cities marked with green dots include Boston, New York, Philadelphia, Wilmington, Baltimore, and Washington. The state of Delaware is labeled 'DEL'.

Transportation Policy and Governance in the Northeast Corridor: An Overview of Major Public Agencies

August 2009

by
**David Beauchamp
Robert Warren**

cartographic and research assistance by
**Geoff Edwards
Xuan "Olivia" Jiang**



**Institute for Public Administration
College of Education & Public Policy
University of Delaware**

www.ipa.udel.edu

*developed for the University of Delaware
University Transportation Center*

Transportation Policy and Governance in the Northeast Corridor: An Overview of Major Public Agencies

August 2009

by
**David Beauchamp
Robert Warren**

cartographic and research assistance by
**Geoff Edwards
Olivia Jiang**

**Institute for Public Administration
College of Education & Public Policy
University of Delaware**

developed for the
University of Delaware – University Transportation Center

DISCLAIMER:

The contents of this report reflect the views of the authors, who are responsible for the facts and the accuracy of the information presented herein. This document is disseminated under the sponsorship of the Department of Transportation University Transportation Centers Program, in the interest of information exchange. The U.S. Government assumes no liability for the contents or use thereof.

Preface

As the Director of the Institute for Public Administration (IPA) at the University of Delaware, I am pleased to provide this report on *Transportation Policy and Governance in the Northeast Corridor: An Overview of Major Public Agencies*. This project is part of a larger effort by IPA to be a leader in conducting research and convening forums and workshops relating to major governance and economic development issues in the Northeast Corridor (NEC).

In this report, an effort has been made to provide definitions for the NEC, to illustrate its dimensions on a series of maps, and provide a directory of the major agencies that have some role to play in planning, building, and maintaining transportation resources. Because there are so many public jurisdictions and private-sector players involved in transportation planning in the NEC, the picture is often blurred and confusing. We hope this description of stakeholder agencies and their roles and missions will provide some clarity as policymakers move forward to provide greater multimodal connectivity and renewal of aging infrastructure.

I want to acknowledge the work of Dr. Robert Warren—Professor in the School of Urban Affairs & Public Policy and IPA Senior Management Fellow—in leading this project effort, along with the help of IPA Research Assistant David Beauchamp. IPA doctoral students Geoff Edwards and Olivia Jiang provided additional cartographic and research support. In addition, IPA Assistant Policy Scientist Troy Mix helped facilitate the completion of this report. IPA Assistant Policy Scientist Mark Deshon provided editorial and design assistance.

This project was funded by the University Transportation Center (UTC) at the University of Delaware through support it receives from the U.S. Department of Transportation. Dr. Sue McNeil is the director of UTC and provided valuable support and facilitation for the project.

Finally, I want to thank the many agencies that provided valuable information used in the compilation of the directory portion of this report.

Jerome R. Lewis, Director
Institute for Public Administration

Table of Contents

Introduction (Robert Warren).....	1
Part 1	
Overview of the Major Public Transportation Dimensions of the Northeast Corridor (Robert Warren).....	4
1.1 Defining The “Corridor”.....	4
1.2 Institutional Arrangements and Organizational Forms	5
1.3 Multimodal Authorities	8
1.4 Policy-Making and Representation	10
1.5 Infrastructure Dynamics	12
1.5.1 Creating New Agencies and Centralizing Control	12
1.5.2 Private to Public.....	17
1.5.3 Economic Development and Transportation.....	18
1.5.4 Linkages and Networks.....	20
Part 2	
Directory of Major Public Transportation Operating and Planning Agencies in the Northeast Corridor (David Beauchamp)	22
2.1 Passenger and Cargo Airports.....	23
2.2 Port Authorities	27
2.3 Rail Authorities	31
2.4 Bridge, Toll Road, and Tunnel Authorities	39
2.5 Metropolitan Planning Organizations.....	44
Appendices	52
A. Metropolitan Planning Organizations: Voting, Non-Voting, and Advisory Members	52
B. Metropolitan Clusters and Modes of Transportation	66
C. Maps of the Corridor’s Major Private-Rail Freight Lines and Highway System	79

Introduction

One of the most consistent topics of discussion about the Northeast Corridor (hereafter “NEC” or “the Corridor”), particularly the central portion between Boston and Washington, D.C., is the viability and efficiency of its transportation system. There is good reason for this. Maintaining and enhancing effective and efficient mobility are critical factors for the Corridor if it is to maintain and increase its status as a leading space in the United States for economic, educational, and cultural activity, and innovation as well as livability.

In this context, the need to improve and expand the planning and policy-making capacity for the NEC’s transportation infrastructure frequently receives mention. However, from a governance perspective, no single entity is responsible for its infrastructure. The public sector agencies that have formal authority for the major modes of transportation within it are many and have different powers and spatial scales.

It is true that there are governmental units that have powers over some transportation modes for substantial portions of the NEC or for aspects of one mode for the entire Corridor. These, numbering over a dozen, include state government departments of transportation and federal agencies, such as the Federal Aviation Authority. Yet, they constitute only the tip of the iceberg in terms the total array of public agencies that have some operational role in determining the present and future effectiveness of the Corridor’s transportation infrastructure.

Numerous city, county, and multi-county units of government are directly involved in the control of airports, bridges, toll roads and tunnels, marine ports, rail services, and transportation planning. Some have authority over more than one mode. In a few cases, they have authority over portions of the Corridor in more than one state.

The lack of systematic planning and policy-making to optimize the NEC’s overall transportation infrastructure is obviously not due to an absence of agencies and organizations that focus on the Corridor and its subareas. The opposite is true. A mosaic exists, and the intent of this report is to provide an overview of the array of public entities that, in addition to those of the national government and state departments of transportation, have formal responsibility for planning and policy-making for some portion of the NEC’s primary transportation infrastructure and service operations.

Initially, then, the overview (Part 1) will provide a map of the spatial boundaries used in this report to define the Corridor, outline the institutional characteristics of its transportation infrastructure, and describe the range of organizational forms, legal statuses, and multimodal agencies that exist.

Selected aspects of the dynamics of the Corridor's transportation infrastructure also will be noted. These relate to change and innovation, the varying spatial scale of organizations, trends in the centralization of control, the role of transportation agencies in economic development, patterns of representation on policy bodies, and linkages and networks among agencies.

Part 2 contains a directory of selected major state and local-level components of the NEC's transportation infrastructure. This is intended to be a "first draft" rather than an exhaustive list, and it must be recognized that there are other organizations that also make inputs into the planning and policy-making processes for portions or all of the NEC. These include entities that include agencies with public sector or private transportation-related business members, citizen advocacy groups or some combination thereof. The I-95 Corridor Coalition is of particular importance in this category (www.i95coalition.org).

With this understood, the directory portion of this report identifies and provides contact information and the websites for state and local-level public agencies that have significant operating, planning and/or policy-making authority related to airports, marine ports, rail services, bridges, toll roads, and tunnels, and metropolitan planning organizations (MPOs) within the Corridor. Appendix A contains detailed information about the members and voting status of members of MPO governing bodies.

Recognizing that the movement of people and goods within and through the population centers of the NEC, the material in Appendix B maps and identifies the major public transportation agencies that operate in the Boston, New York, Philadelphia, Baltimore, and Washington, D.C., metropolitan regions. For reference, Appendix C has maps of the Corridor's two major private-rail freight lines and its highway system. The primary information in this report, unless otherwise indicated, was obtained from the websites that are included in Part 2 for each agency.

The goal of this report, then, is to bring data together about public agencies that are part of the Corridor and its metropolitan subareas' transportation infrastructures in ways that will

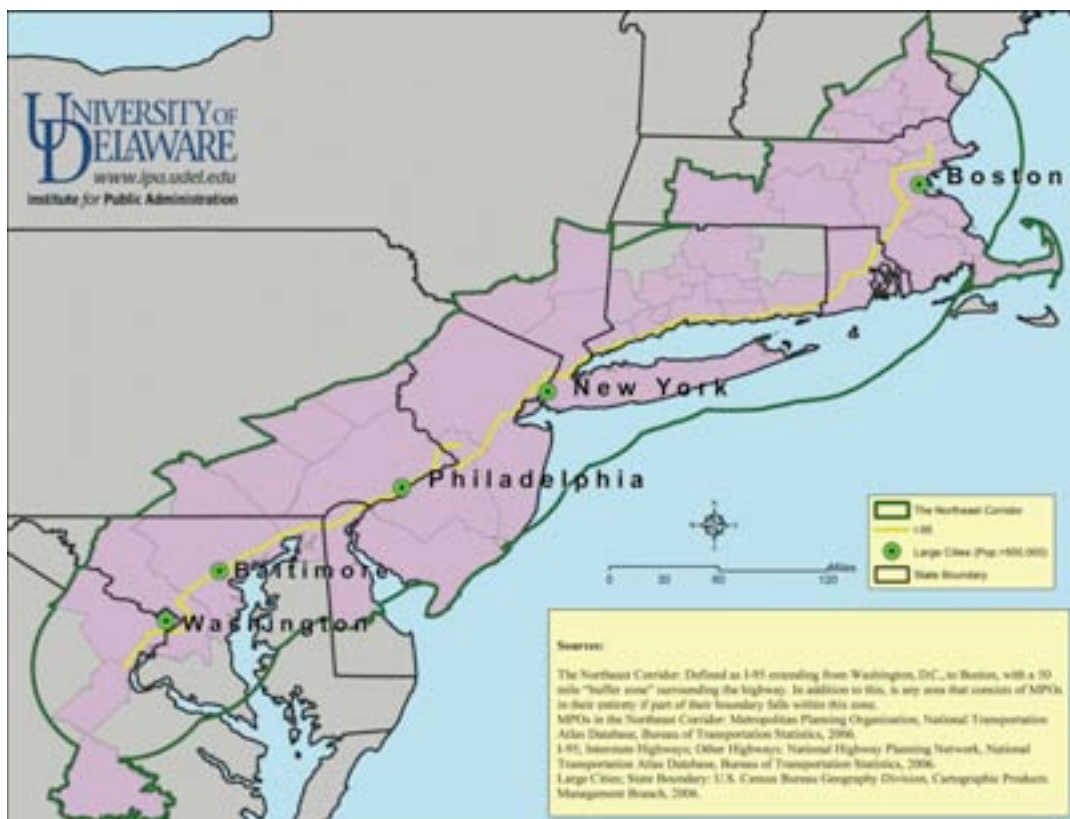
contribute to the understanding and enhancement of their governance and suggest subsequent research that may be useful for building a more complete picture of planning and policy-making for the NEC.

Part 1 - Overview of the Major Public Transportation Dimensions of the Northeast Corridor

1.1 Defining the “Corridor”

The spatial boundaries of the NEC are defined in a variety of ways by various people for various purposes. In their most expansive version, they encompass space around highway I-95 from Maine to Florida. For this report, however, the focus is on the central and most densely developed portion of the Corridor. The boundaries, shown in Map 1 are based on three criteria. First, the portion of I-95 between Boston and Washington, D.C., is used as the primary point of reference. Second, the outer boundary is drawn to include the space within 50 miles of I-95 in all directions. Finally, in cases in which part of a metropolitan planning organization (MPO) is located within a 50-mile radius of I-95 and part beyond, all of the area covered by the MPO is included in boundaries of the NEC utilized here.

MAP 1. BOUNDARY OF THE NORTHEAST CORRIDOR



Source: Institute for Public Administration

1.2 Institutional Arrangements and Organizational Forms

The 89 major transportation-related agencies listed in Table 1 have been identified as having responsibilities for planning and/or operating one or more of the major elements of the Corridor's airport, marine, rail, bridge, toll road, and tunnel infrastructure. They are spatially distributed from the Boston to the Washington, D.C., areas and are listed by the state(s) they are located in with the exception of Amtrak, which provides rail service for the entire length of the NEC. It should be noted that the total number of agencies in Table 1 contains some double counting. This is because those that control more than one mode are listed separately for each. The Port Authority of New York and New Jersey (PANYNJ), with its air, marine, rail, and bridge and tunnel operations is a primary example. However, even if the double counting is eliminated, Table 1 would still contain 80 transportation-related entities and agencies. Cases in which an agency has control over more than one mode will be discussed in more detail below.

TABLE 1. NUMBER AND TYPE OF MAJOR PUBLIC TRANSPORTATION AGENCIES IN THE NORTHEAST CORRIDOR BY MODE

	Airports	Marine	Rail	Bridges	MPOs	Total
Corridor			1			1
States						
New Hampshire	1	-	-	-	4	5
Massachusetts	1	2	1	2	9	15
Rhode Island	1	-	-	1	1	3
Connecticut	1	2	1	-	11	15
New York	1	-	1	3	3	8
New York/New Jersey	1	1	1	1	-	4
New Jersey	-	1	1	1	2	5
New Jersey/ Pennsylvania	-	1	1	2	1	6
Pennsylvania	2	-	1	-	4	7
New Jersey/ Delaware	-	-	-	1	-	1
Delaware	-	1	-	-	1	2
Delaware/Maryland	-	-	-	-	1	1
Maryland	1	1	1	1	1	5
Washington, D.C.	1	-	1	-	1	3
Virginia	1	1	1	3	2	8
Total						89

Given the large number of agencies involved, it is not surprising that they have a variety of scales, organizational structures, authorities, and degrees of formal and informal autonomy. For example, there can be at least several cities and counties, states and/or the federal government represented in their composition. How an agency itself or in combination with others acts in relation to transportation planning and policy-making will, obviously, be influenced by the degree of independence it has. The intent here is to briefly indicate, rather than review in detail, several of the types of administrative and hierarchical structures, intergovernmental aspects, and legal autonomy these entities may have.

It is quite common for an agency formally to be a subordinate unit of a larger governmental agency that has a wider range of public powers. An airport, for example, can be a subunit of a municipality, as in the case of Philadelphia. The City of Philadelphia's Philadelphia International Airport is near the top in both passenger and cargo service for the NEC. It is operated by the Division of Aviation that is under the City's Department of Commerce. A variation in administrative arrangements exists for another municipal facility, the Long Island MacArthur Airport. It is managed by the Town of Islip's Department of Aviation and Transportation.

State governments also have ultimate responsibility for some major airports as well as marine facilities. In the simplest form there can be a unit located in a department of transportation. In Maryland, the Baltimore/Washington International Thurgood Marshall Airport is hierarchically responsible to the Maryland Aviation Administration that is within the Department of Transportation. Connecticut's Bradley International Airport is also under its state's Department of Transportation.

A less typical hierarchical structure can exist within a state government. Rhode Island's, T.F. Green International Airport is under the Rhode Island Airport Corporation, a semi-autonomous subsidiary of the Rhode Island Economic Development Corporation. A state can also create an independent public agency to operate facilities for a particular mode. Delaware did this when the legislature established the Diamond State Port Corporation to manage the Port of Wilmington.

Transportation agencies with independent legal status can be formed to operate in the space of several states through interstate compacts that involve the agreement of the states and Congress. The most well known example is the Port Authority of New York and New Jersey.

The governor of each state appoints six of the 12 members of the Authority's decision-making body. Other bi-state entities include the Delaware River Joint Toll Bridge Commission (New Jersey and Pennsylvania), Delaware River Port Authority of Pennsylvania and New Jersey (subsequently referred to as the Delaware River Port Authority), and the Delaware River and Bay Authority (Delaware and New Jersey).

Another variation that covers more than parts of several states is located in the District of Columbia area. The Metropolitan Washington Airport Authority (MWAA) was established by an act of Congress and the agreement of the governments of Maryland, Virginia, and the District of Columbia. In legal terms it is an independent public body. The national government retains the ownership of the two airports involved (Dulles International and Ronald Reagan Washington National) but they were leased to the MWAA upon its creation in 1986. The lease, originally for 50 years, was extended by 30 additional years in 2003.

Entities that were created by agreement among multiple local governments also are part of this mosaic. The most well-known and widespread agency of this type is the metropolitan planning organization (MPO), established by federal mandate (www.ampo.org). It frequently includes more than one county, may have municipal members, and, in some instances, encompasses territory in more than one state.

Other multi-local government (counties and cities) entities that directly operate transportation services exist as well. The South Jersey Port Corporation is one that is run by a board composed of representatives from counties and cities and an *ex officio* state official. The Harrisburg (Pa.) International Airport, which is at the lower end of the list of major cargo facilities, is operated by the Susquehanna Area Regional Airport Authority. The Authority is a legally independent body created by a number of local governments. A similar multi-local government arrangement exists for the Richmond International Airport. The Capital Region Airport Commission, responsible for its facility, is controlled by one city and three counties.

1.3 Multimodal Authorities

There are, in contrast, also arrangements of several kinds that reduce the organizational fragmentation of the NEC's transportation infrastructure. As Table 2 indicates, a single agency can have authority to operate, plan, and make policy for more than one mode. Table 2 lists all agencies that operate more than one of the basic services (air, rail, marine, toll roads, bridges, and tunnels) that are the primary focus here. However, to provide a more complete picture of the multimodal aggregations that exist, bus transit and ferry operations are included in Table 2.

It is important to note that an agency can also have authority to engage in activities that are intended to foster general economic development in its area, and this will be discussed later.

TABLE 2. SELECTED PUBLIC AGENCIES WITH MULTIMODAL OPERATIONS

Agency	Air	Rail	Marine	Toll Roads/ Bridges/Tunnels	Bus Transit	Ferries
Massachusetts Bay Transportation Authority	-	X	-	-	X	X
Massachusetts Port Authority	X	-	X	X	-	-
Port Authority of New York/New Jersey	X	X	X	X	X	X
Metropolitan Transit Authority of New York	-	X	-	X	X	-
Southeastern Pennsylvania Transportation Authority	-	X	-	-	X	-
Delaware River Port Authority	-	X	X	X	-	X
Delaware River and Bay Authority	X	-	-	X	-	X
Maryland Transit Administration	-	X	-	-	X	-
Washington Metropolitan Area Transit Authority	-	X	-	-	X	-

Again, PANYNJ is the clearest example of service aggregation. It operates airports, marine terminals, passenger rail, bridges and tunnels and, in addition, ferry, helicopter, and bus terminals. One of its airports, Steward International, is located in Newburgh, N.Y., some 70

miles from the PANYNJ headquarters in Manhattan. The Delaware River Port Authority, also an interstate compact-based agency (Pennsylvania and New Jersey), provides bridges, marine, rail and ferry services.

A third interstate entity, the Delaware River and Bay Authority (Delaware and New Jersey), reflects, on a smaller scale, the multiple dimensions transportation entities can have. Its primary function is operating a major twin-span bridge that crosses the Delaware River. In addition, it provides facilities and services for two other modes that are secondary parts of the Corridor's transportation system but has importance for the subarea in which they are located (Delaware and southern New Jersey). The Authority has a ferry service between Cape May, N.J., and Lewes, Del. It also manages five small regional airports in southern New Jersey and northern Delaware. A second example of this concentration of control over smaller air facilities in a subarea of the NEC is the Susquehanna Area Regional Airport Authority. It runs three other airport facilities in addition to one of the Corridor's major cargo airports.

1.4 Policy-Making and Representation

Attention given to voting and representation is normally focused on how people are selected to serve on transportation-related boards and commissions and which other public agencies have members on such a policy-making body. Members are almost never directly elected to serve on the agencies of the Corridor's transportation infrastructure. A very common arrangement is to have the governor of a state, with approval of the state senate, make appointments. In other instances, the selections are made by city or county governing bodies. In a few cases, the agency is a subunit of a local government. Its elected officials have the ultimate responsibility, and the administrative head is appointed by procedures adopted by the city.

The Harrisburg (Pa.) International Airport, one of the NEC's major air cargo facilities, is operated by the Susquehanna Area Regional Airport Authority. It is also a legally independent entity created by seven local governments. The 15 members on the Board of Directors that controls its airports are appointed by the elected officials of the following Pennsylvania jurisdictions: Cumberland County (3); Dauphin County (3); York County (3); City of Harrisburg (2); City of York (2); Fairview Township (1); and Lower Swatara Township (1).

There are some agencies governed by appointees representing quite different scales that do not reflect the usual hierarchical divisions of power. Rhode Island's T.F. Green International Airport is governed by a seven-member board, six of whom are appointed by the governor and one by the mayor of the City of Warwick. An even greater scale mix is found with the Metropolitan Washington Airports Authority that has a governing body of 13. Five are appointed by the Governor of Virginia, three by the Mayor of the District of Columbia, two by the Governor of Maryland, and three by the President of the United States.

In a few cases, there can be substantial fine-tuning of an agency's board of directors that goes well beyond simply representing governmental units that are within its boundaries. The Diamond State Port Corporation is an example. As specified by the Delaware legislature, eight of its 15 board members are *ex officio*, including the Secretaries of Finance, Safety and Homeland Security, State, and Transportation, the Controller General, and the Co-chairs of the General Assembly's Joint Legislative Committee on the Capital Improvement Program or their designees. The seven members selected by the governor, with the consent of the Senate, must be from the private and public sectors and organized labor. One of them must be from each of the state's three counties and the city of Wilmington, and three are "at-large" positions. However,

no more than four of these seven can be registered members of same major political party in the state (delcode.delaware.gov/title29/sc02/index.shtml).

One aspect of these decision-making bodies that has been the focus of limited research in the past is the extent of diversity in their membership. To briefly explore this issue, the authors examined the distribution of male and female and white and black members sitting on the decision-making bodies of agencies dealing with bridges, toll roads, and tunnels in the Corridor. Data were available for 12 of the 13 agencies listed in Part 2 of this report (e.g., Massport and PANYNJ), that are major multimodal components of the NEC infrastructure. The numbers show that of the 111 total members of these governing bodies, 85 percent are male and 84 percent white. These percentages suggest that the subject is deserving of more attention.

TABLE 3. BRIDGE, TOLL ROADS, AND TUNNEL PUBLIC AUTHORITIES: REPRESENTATION ON 12 GOVERNING BOARDS BY GENDER AND RACE

Total Representatives: 111		
Gender	No.	Percentage
Male	94	85%
Female	17	15%
Race		
White	93	84%
Black	18	16%

Source: Agency Webpages

1.5 Infrastructure Dynamics

The discussion to this point in the Overview has focused on a number of the basic organizational dimensions of the public agencies involved in the Corridor's transportation infrastructure. However, it is important to be aware that what has been described is a snapshot in time. Changes are constantly occurring in the institutional arrangements, the powers and scale of operation of individual agencies, and the patterns of interaction among the infrastructure's component authorities. Consequently, this concluding section of Part 1 will touch on aspects of this dynamism relating to the structure of control, increases in multimodal authority, the importance of economic development as an element in the missions of transportation-related agencies that are part of the infrastructure, and linkages and networks among agencies that can exist.

1.5.1 Creating New Agencies and Centralizing Control

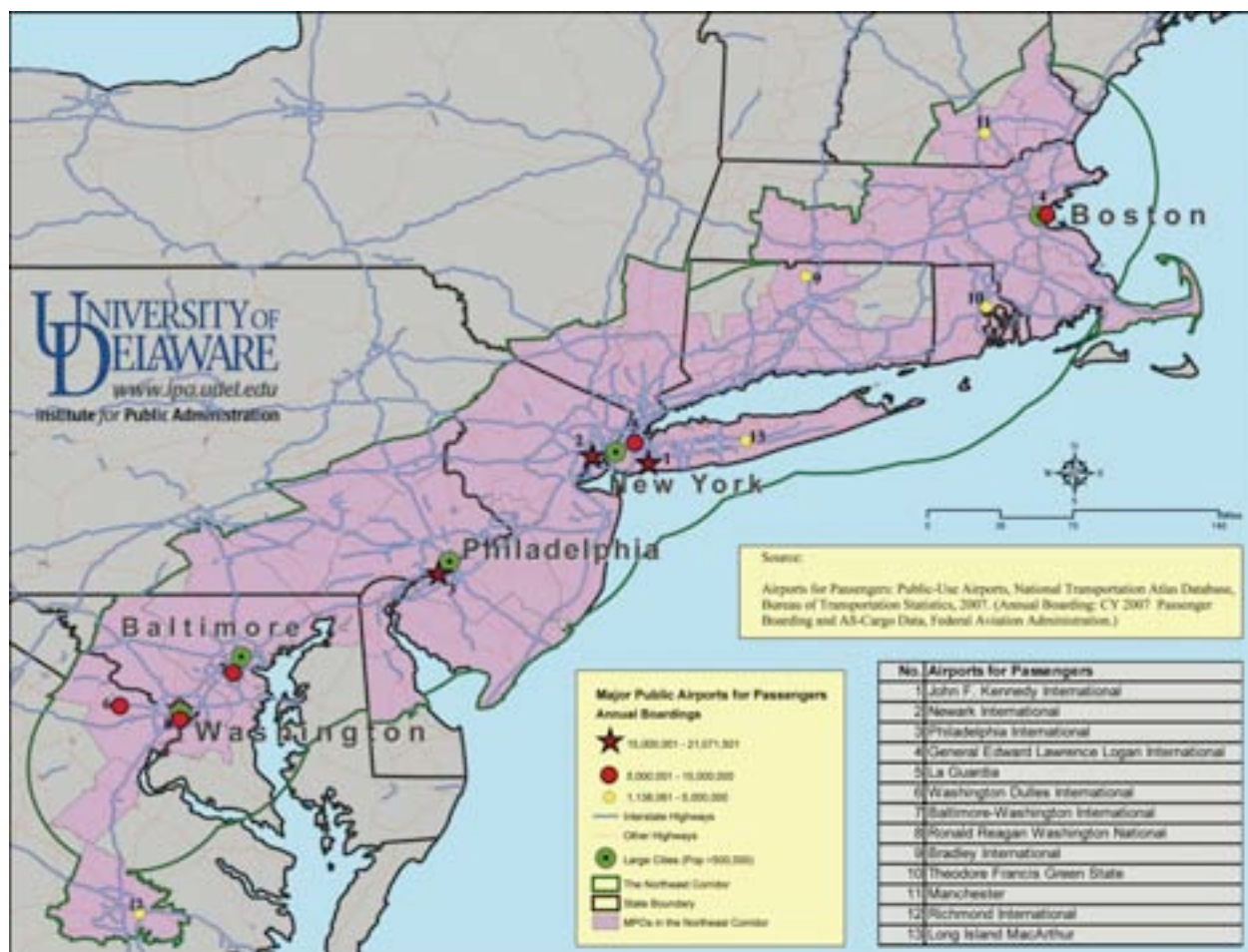
Over the past several decades, there have been a number of changes in the component authorities of the NEC's infrastructure. In some cases, this has involved establishing an agency to provide a new transportation service. More frequently, however, there has been centralization of control over existing service providers, increases in the multimodal character of agencies, and the shifting control of a service from the private to the public sector.

The Virginia Railway Express (VRE) was formed in 1989 to provide commuter-rail service in Northern Virginia. It was created as a joint project by two sub-state transportation agencies and is controlled by them—the Northern Virginia and the Potomac and Rappahannock Transportation Commissions. VRE has a Board composed of representatives from county and city governments located within the boundaries of the two commissions.

A new agency was also formed to take over the City of Philadelphia's existing port operations. In 1990 the Pennsylvania legislature created the Philadelphia Regional Port Authority as an independent agency of the Commonwealth. Similarly, in 1995, the state of Delaware, with legislative authorization, purchased the Port of Wilmington from the city of Wilmington (which had operated it for decades) and established the Diamond State Port Corporation as an independent public body to manage the facility.

The Susquehanna Area Regional Airport Authority was formed in 1997 to assume the management and oversee the economic development of the Harrisburg International and Capital City airports. As indicated, it includes and is governed by representatives of a number of counties and cities. Since then it has expanded the scale of its operations by assuming control of two additional facilities within its boundaries—the Franklin County Regional Airports in 2004 and the Gettysburg Regional Airport in 2006.

MAP 2. PASSENGER AIRPORTS IN THE CORRIDOR



Source: Institute for Public Administration

A similar pattern of expanded control over a single mode has occurred with the Delaware River and Bay Authority's taking over the management of five small regional airports (www.drba.net/econ/history.html). They include the New Castle County Airport in Delaware (1995), the Civil Air Terminal at Dover (Del.) Air Force Base, Millville and Cape May Airports

in New Jersey in (1999), and the Delaware Air Park in Kent County (2000). Moving from air to water transportation, the Port of Philadelphia and Camden, Inc., was established in 1994 as a subsidiary of the Delaware River Port Authority to consolidate and enhance port operations and marketing in the area. It is managed by its own bi-state (New Jersey and Pennsylvania) board.

MAP 3. CARGO AIRPORTS IN THE CORRIDOR



Source: Institute for Public Administration

Consolidating agencies can have consequences well beyond greater operational efficiency or political coherence. The Metropolitan Transit Authority of New York State (MTA) provides an extraordinary example. The Triborough Bridge and Tunnel Authority was made part of the MTA in 1968. Since then, according to the MTA, the bridge and tunnel tolls that were gained “have contributed over \$12 billion to subsidize fares and underwrite capital

improvements” in other MTA services, such as New York City Transit and the Long Island and Metro-North Railroads (www.mta.info/bandt/html/btintro.htm)

The concentration of control can also have a non-organizational dimension related to the dominance of a small number of facilities providing a transportation service. Air passenger and cargo services in the Corridor are examples. In both cases, for the year 2007, there was substantial concentration among a few airports, particularly those controlled by PANYNJ. As Table 4 shows, PANYNJ’s three airports handled 43.12 percent of the enplanements. If Philadelphia International and Boston’s Logan International are added, roughly two-thirds of all passengers (66.5%) would be included. Adding the Dulles, Baltimore/Washington, and Reagan airports bring the total of passengers handled by major facilities to 91.54 percent of all enplanements. It should also be noted that, although eight airports are involved, over one-half are controlled by PANYNJ (3) and the MWAA (2), which account for 59.72 percent of enplanements.

Even greater concentration existed in 2007 regarding the handling of airborne cargo within the corridor. Table 5 indicates that PANYNJ’s top two airports—Kennedy and Newark—accounted for well over half of all corridor air cargo. Include Philadelphia International and the share of these top three cargo-handling facilities reached almost 72 percent of the total for 2007. To reach a full 90 percent of total NEC cargo, only two more airports are needed, Bradley International (Connecticut) and the Manchester-Boston Regional Airport (Rhode Island).

TABLE 4. PASSENGER DISTRIBUTION AMONG ALL MAJOR AIRPORTS IN THE CORRIDOR 2007

Airport	Rank and Annual Enplanements	Percent of Total in the NEC	Cumulative Percent Total in NEC
John F. Kennedy International (JFK)	1 (23,401,351)	18.65	18.65
Newark Liberty International (EWR)	2 (18,163,652)	14.48	33.13
Philadelphia International (PHL)	3 (15,656,653)	12.48	45.61
General Edward Lawrence Logan International (BOS)	4 (13,783,297)	10.98	56.59
LaGuardia Airport (LGA)	5 (12,529,890)	9.99	66.58
Washington Dulles International (IAD)	6 (11,789,441)	9.40	75.98
Baltimore/Washington International Thurgood Marshall (BWI)	7 (10,487,789)	8.36	84.34
Ronald Reagan Washington National (DCA)	8 (9,038,174)	7.20	91.54
Bradley International (BDL)	9 (3,231,374)	2.58	94.12
Theodore Francis Green State (PVD)	10 (2,499,677)	1.99	96.11
Manchester-Boston Regional Airport City (MHT)	11 (1,920,911)	1.53	97.64
Richmond International Airport (RIC)	12 (1,805,760)	1.44	99.08
Long Island MacArthur (ISP)	13 (1,167,515)	0.93	100.00

Source: www.faa.gov/airports_airtraffic/airports/planning_capacity/passenger_allcargo_stats/passenger/media/cy07_primary_np_comm.pdf

TABLE 5: LIST OF ANNUAL CARGO TONNAGE IN MAJOR AIRPORTS IN 2007

Airport	Cargo Rank and Tonnage	Percent of Total in the NEC	Cumulative Percent Total in NEC
John F. Kennedy International (JFK)	1 (2,556,999)	31.52	31.52
Newark Liberty International (EWR)	2 (1,873,401)	23.10	54.62
Philadelphia International (PHL)	3 (1,375,411)	16.96	71.57
General Edward Lawrence Logan International (BOS)	4 (529,974)	6.53	78.11
Bradley International (BDL)	5 (459,288)	5.66	83.77
Washington Dulles International (IAD)	6 (289,814)	3.57	87.34
Manchester-Boston Regional Airport City (MHT)	7 (277,568)	3.42	90.76
Baltimore/Washington International Thurgood Marshall (BWI)	8 (260,836)	3.22	93.98
Richmond International Airport (RIC)	9 (194,822)	2.40	96.38
Harrisburg International (MDT)	10 (143,598)	1.77	98.15
Theodore Francis Green State (PVD)	11 (86,974)	1.07	99.22
Stewart International (SWF)	12 (62,995)	0.78	100.00

Source: www.faa.gov/airports_airtraffic/airports/planning_capacity/passenger_allcargo_stats/passenger/media/cy07_cargo.pdf

1.5.2 Private to Public Control

One of the major issues related to transportation infrastructure over the past decade has involved debate over whether components historically provided by public agencies should be leased or sold to private-sector operators. Rail and subway services in the United Kingdom and toll-road management in Canada and the United States are examples. Although this is part of a broader global pattern of privatizing public services, there have been some instances within the Corridor's infrastructure of movement in the opposite direction.

A private ferry service between Philadelphia and Camden, for example, was taken over by the Delaware River Port Authority in 1999. A more substantial development occurred with the Stewart International Airport in Newburgh, N.Y. After being locally operated for decades and then taken over by the state of New York, it was privatized (the first time done with a U.S. commercial airport) by being leased for 99 years to the National Express Group, a U.K.-based company. However, this arrangement proved unsatisfactory, and in 2007 PANYNJ's Board voted to acquire the remaining years of the lease and became the operator of the airport in Newburgh, some 70 miles from Manhattan (panynj.gov/commutingTravel/airports/pdfs/swf-fact-sheet.pdf).

Another private-to-public shift in a facility involves the South Jersey Port Corporation. British Petroleum had operated a petroleum-and-chemical storage and distribution facility at Paulsboro, N.J., for a number of years but stopped using it in 1996 (www.bpaulsboronj.com/paulsboro_terminal.html). A series of complex negotiations followed involving BP, the Borough of Paulsboro, the state of New Jersey, and the South Jersey Port Corporation (SJPC) that has resulted in (1) BP leasing most of the site to Paulsboro for 90 years at \$1 per year and (2) SJPC authorizing \$135 million in bonds to develop a “defunct industrial site into a modern port and industrial park.” The project has been characterized as a “win for the economy of Southern New Jersey and the state” (marinelink.com/en-US/News/Article/A-New-Port-in-Paulsboro-New-Jersey/316283.aspx).

1.5.3 Economic Development and Transportation

One aspect of the Corridor that is seldom included in the discourse concerning current and future planning and policy-making for the transportation infrastructure as a whole and for metropolitan subareas is the extent to which economic development goals are embedded in the missions and operations of the public agencies involved. In most cases, the mandate is explicitly stated and fostered in a variety of ways in the structure and organization of the agency. Given this context, there may be conflicting as well as complementary dynamics in cases in which an economic-development project is directly linked to a transportation mode. For example, the transportation dimensions of a project may enhance the region but not the overall Corridor, or a choice must be made as to whether the scarce resources of an agency will be invested in one or the other.

The interstate compact between Pennsylvania and New Jersey authorizing the Delaware River Port Authority was amended in 1992 to add the enhancement of economic development to its responsibilities. Since then, things it has done to carry out this mandate include the location of a new headquarters in Camden, N.J., to help revitalize that city's business district. It has also supported the Camden Aquarium and added public attractions at Penn's Landing in Philadelphia.

Delaware's Diamond State Port Corporation has a 15-member board of directors. Eight are state administrative or General Assembly leadership positions or, in some cases, their designees. The remaining seven are appointed by the governor with senate approval and, as specified in the legislation establishing the Corporation, "individuals from the private and public business sectors and organized labor familiar with port and economic development issues" (delcode.delaware.gov/title29/c087/sc02). Even more directly, the legislation authorizing the Philadelphia Regional Port Authority states that it was created to enhance water-borne trade and commerce and committed to economic development and job creation. Its 11-member Board of Directors is composed of regional business leaders.

A primary mission of the South Jersey Port Corporation is "to create employment opportunities and to enhance the economic activities of the Port District." It overlaps some territory with the Delaware River and Bay Authority (DRBA). The latter's mandate, in the interstate compact between Delaware and New Jersey, was amended in 1990 to expand the agency's responsibilities to include the use of excess resources for economic development in the four southern New Jersey and three Delaware counties it covers.

The DRBA, for example, owns the structure in which the Riverfront Market is located (along the Christina River in Wilmington, Del.), and it works with the state of Delaware and the Riverfront Development Corporation to promote the revitalization of that area. In New Jersey it initiated a development project—the Salem County Business Center—in 1998 and bought land in 1995 adjacent to its Cape May, N.J., ferry terminal to be used, in part, for economic development. It should also be noted that DRBA's ferry service between Cape May, N.J., and Lewes, Del., plays a role in the tourist economic of the area (www.drba.net/econ/history.html).

As in most other things concerning the Corridor's transportation infrastructure, PANYNJ is the prime example of the degree to which the importance of economic development can be embedded in the operations of a public agency whose primary function is ostensibly to provide transportation services. In addition to its air, maritime, rail, bridge, tunnel, and bus terminal

facilities, PANYNJ also owns and maintains the Bathgate Industrial Park in Elizabeth, N.J., the Teleport, and the World Trade Center (now in the process of being rebuilt). In characterizing the contribution of “its facilities and their related industries,” PANYNJ reports that they “support more than 500,000 jobs and \$28 billion in wages and salaries in the New York/New Jersey region.” The agency’s mission statement makes the point that a goal of its transportation operations is to strengthen “the economic competitiveness of the New York/New Jersey metropolitan region” (www.panynj.gov/AboutthePortAuthority/FacilitiesandServices). The Bradley Airport network of linkages noted below is another example of the embeddedness of a transportation agency its area’s economy.

1.5.4 Linkages and Networks

One obvious matter of importance, beyond simply inventorying the array of public transportation-related agencies in the NEC, is to identify the extent to which they have linkages and are in networks that deal with planning and policy issues for the Corridor and/or its subareas. As with other aspects of this report, elaborating on this dimension was not a part of its initial scope, but several relevant examples were apparent and can be noted.

For example, the structure of the Virginia Railway Express’s policy-making body has resulted in a variety of linkages with other governmental units and transportation agencies in the region. According to a recent report, its “Operations Board and commissioners share many of the same local elected officials who sit on the board of the Washington Metropolitan Area Transit Authority, the Northern Virginia Transportation Authority and the Transportation Board of the National Capital Region (MPO). These individuals have developed solid expertise in transportation and finance and are effective advocates for a balanced regional transportation system with a prominent role for VRE” (Richard K. Taube, *Chronology of the Virginia Railway Express – 1964 to Present*, August 11, 2008, page 5, downloaded from www.vre.org/about/company.html).

The “thickness” and multi-faceted nature of the networks that can exist is reflected in the case of Bradley International Airport, one of the major passenger facilities in the Corridor. The airport is operated by the Connecticut Department of Transportation. The Department assigns a management team to direct the facility’s day-to-day operations. One of its charges is to “interface with all appropriate federal and local authorities and staff”

(www.bradleyairport.com/Management/administration.aspx). The airport also has a Board of Directors (appointed business leaders) that has the task of assisting in the development of the airport as a business to “ensure that the Airport is in touch with the demands of the public and business sectors, and that it is making the most of its opportunities to contribute to the State’s economic well being” (www.bradleyairport.com/Management/directors.aspx).

Beyond this, there is a Community Advisory Board with an Economic Development Subcommittee. The Advisory Board is a group of regional leaders who, to keep Bradley “in touch with its neighbors,” assess and report on issues relevant to the broader area around it and the airport. The Economic Development Subcommittee is composed of the town manager or planner from each municipality in the vicinity and representatives of the Capital Region Council of Governments, Greater Hartford Growth Council, Springfield Regional Planning Agency, and the State Department of Economic and Community Development. The extent of these linkages is further underscored by the fact that the Subcommittee meets in conjunction with the Board of Directors of the Bradley Development League—a public-private consortium established to foster economic development in the towns surrounding the airport (www.bradleyairport.com/Community/advisory.aspx).

By definition, a basic function of MPOs listed in Part 2 is to create a formal set of linkages among local governmental and other public agencies in their transportation-relevant areas as well as foster the involvement of civic organizations and citizens in the planning process. A number of them have more general planning responsibilities, such as regional planning commissions, and the MPO functions were incorporated into their operations. The MPOs’ governing bodies can include both voting and non-voting members from multiple governmental units. The total number of representatives can vary from under ten to over 50. Some of these member agencies may be of larger scale than the MPO itself. Although the basic voting membership is usually from counties, cities, and towns within the boundaries of the MPO, there can be various mixes of representatives, primarily, non-voting, who are from regional, state, and federal agencies that deal with environmental regulation, economic development, and general planning as well as transportation. Details of the number, array, and voting status of entities represented in MPOs in the Corridor are described in Appendix A.

Part 2 – Directory of Major Public Transportation Operating and Planning Agencies in the Corridor

The public agencies listed in the Directory, as indicated previously, are intended to be a “first cut” at identifying the major governmental entities engaged in operating services and planning for transportation within the Northeast Corridor between the Boston and Washington, D.C., areas. The agencies include those involving air, marine, rail, bridge, toll road, and tunnel facilities and metropolitan planning organizations (MPOs). The general format that is used divides the agencies, other than MPOs, by the mode of transportation they provide and, in each case, lists them by state from the northern to the southern boundaries of the Corridor. As noted earlier, this means that some agencies will be listed several times, reflecting the fact that they are responsible for the provision of more than one mode of transportation.

In addition to identifying the agencies specifically providing a service, the public authority responsible for it, its location, phone number and website are included in the listing. In cases where the public authority involved covers more than one state, a multiple-state designation is included (e.g., “New York/New Jersey” for PANYNJ). The other variation in this format relates to rail authorities. The spatial location of Amtrak is listed as the Corridor since its services cover the whole area. When feasible, maps of the various rail services have been downloaded from websites and included in this section. Finally, it is important to note that two of the major rail-freight services in the Corridor are not part of the Directory because they are private companies. CSX (www.csx.com) operates lines the length of the Corridor, and Norfolk Southern (www.nscorp.com/nscportal/nscorp) operates from Virginia to New York. A map of these NEC freight lines appears in Appendix C.

2.1 Passenger and Cargo Airports

New Hampshire

Manchester-Boston Regional Airport City (MHT)¹

Passenger (11)² and Cargo (7)²

Authority: City of Manchester

Manchester, N.H.

Enplanements: 1,920,911³

Tonnage: 277,568³

One Airport Road, Manchester, NH 03103

(603) 624-6556

www.flymanchester.com

Massachusetts

General Edward Lawrence Logan International (BOS)

Passenger (4) and Cargo (4)

Authority: Massachusetts Port Authority

Boston, Mass.

Enplanements: 13,783,297

Tonnage: 529,974

1 Harborside Drive, East Boston, MA 02128

(800)235-6426

www.massport.com/logan

Rhode Island

Theodore Francis Green State (PVD)

Passenger (10) and Cargo (11)

Authority: Rhode Island Airport Corporation, State of Rhode Island

Providence, R.I.

Enplanements: 2,499,677

Tonnage: 86,974

Northstar Aviation Inc., 544 Airport Road, Warwick, RI 02886

(401) 738-2600

www.pvdairport.com/welcome.aspx

¹ Location ID

² Rank among major Corridor airports

³ For 2007 (www.faa.gov/airports_airtraffic/airports/planning_capacity/passenger_allcargo_stats/)

Connecticut

Bradley International (BDL)

Passenger (9) and Cargo (5)

Authority: Connecticut Department of Transportation, State of Connecticut

Windsor Locks, Conn.

Enplanements: 3,231,374

Tonnage: 459,288

11 Schoephoester Road, Windsor Locks, CT 06096

(860) 292-2000

www.bradleyairport.com/home

New York

Long Island MacArthur (ISP)

Passenger (13)

Authority: Town of Islip

Islip, N.Y.

Enplanements: 1,167,515

Tonnage: Not a major airport

100 Arrivals Avenue, Ronkonkoma, NY 11779

(631) 467-3210

www.macarthurairport.com

New York/New Jersey

John F. Kennedy International (JFK)

Passenger (1) and Cargo (1)

Authority: Port Authority of New York and New Jersey

New York City, N.Y.

Enplanements: 23,401,351

Tonnage: 2,556,999

John F. Kennedy International Airport, Jamaica, NY 11430

(718) 244-4444

www.panynj.gov/CommutingTravel/airports/html/kennedy.html

LaGuardia Airport (LGA)

Passenger (5)

Authority: Port Authority of New York and New Jersey

New York City, N.Y.

Enplanements: 12,529,890

Tonnage: Not a major airport

Flushing, NY 11371

(718) 533-3400

www.panynj.gov/CommutingTravel/airports/html/laguardia.html

Stewart International (SWF)

Cargo (12)

Authority: Port Authority of New York and New Jersey

Newburgh, N.Y.

Enplanements: Not a major airport

Tonnage: 62,995

1180 First Street, New Windsor, NY 12553

(877) 793-0703

www.panynj.gov/CommutingTravel/airports/html/stewart.html**Newark Liberty International (EWR)**

Passenger (2) and Cargo (2)

Authority: Port Authority of New York and New Jersey

Newark, N.J.

Enplanements: 18,163,652

Tonnage: 1,873,401

Newark, NJ 07114

(973) 961-6000

www.panynj.gov/CommutingTravel/airports/html/newarkliberty.html***Pennsylvania*****Philadelphia International (PHL)**

Passenger (3) and Cargo (3)

Authority: City of Philadelphia

Philadelphia, Pa.

Enplanements: 15,390,848

Tonnage: 1,362,525

8000 Essington Avenue, Philadelphia, PA 19153

(215) 937-6937

www.phl.org**Harrisburg International (MDT)**

Cargo (10)

Authority: Susquehanna Area Regional Airport Authority

Harrisburg, Pa.

Enplanements: Not a major airport

Tonnage: 143,598

(717) 948-5901

www.flyhia.com/home

Maryland

Baltimore/Washington International Thurgood Marshall (BWI)

Passenger (7) and Cargo (8)

Authority: Maryland Aviation Administration, Maryland Department of Transportation, State of Maryland

Baltimore, Md.

Enplanements: 10,487,789

Tonnage: 260,836

Maryland Aviation Administration, Third Floor, Terminal Building,

P.O. Box 8766, BWI Airport, MD 21240-0766

(410) 859-7111

www.bwiairport.com

Washington, D.C./Virginia

Ronald Reagan Washington National (DCA)

Passenger (8)

Authority: Metro Washington Airport Authority

Arlington, Va.

Enplanements: 9,038,174

Tonnage: Not a major airport

1 Aviation Circle Washington, DC 20001

(703) 417-8000

www.metwashairports.com/national

Washington Dulles International (IAD)

Passenger (6) and Cargo (6)

Authority: Metropolitan Washington Airport Authority

Chantilly, Va.

Enplanements: 11,789,441

Tonnage: 289,814

1 Aviation Circle, Washington, D.C. 20001-6000

(703) 417-8600

www.metwashairports.com/Dulles

Virginia

Richmond International Airport (RIC)

Passenger (12) and Cargo (9)

Authority: Capital Region Airport Commission

Richmond, Va.

Enplanements: 1,805,760

Tonnage: 194,822

1 Richard E. Byrd Terminal Drive,

Richmond International Airport, VA 23250-2400

(804) 226-3000

www.flyrichmond.com

2.2 Port Authorities in the Northeast Corridor

Massachusetts

Massachusetts Port Authority (Massport)

Boston, Mass.

Body of Water: Massachusetts Bay

Tonnage: 22,377,751¹

Massport Maritime Department One Harborside Drive

Boston, MA 02128-2909

(800) 294-2791

www.massport.com/ports

Port of Boston

New Bedford Harbor Development Commission

New Bedford, Mass.

Body of Water: Buzzards Bay

Tonnage: Data not available

133 William Street, New Bedford, MA

(508) 961-3000

www.newbedford-ma.gov/PortofNewBedford/PortIndex.html

Port of New Bedford

Connecticut

New Haven Port Authority

New Haven, Conn.

Body of Water: Long Island Sound

Tonnage: 10,931,485

New Haven City Hall, 165 Church Street, Meeting Room #1, 2nd Floor,

New Haven, CT 06510

(203) 469-1391

www.cityofnewhaven.com/PortAuthority

Port of New Haven

Bridgeport Port Authority

Bridgeport, Conn.

Body of Water: Long Island Sound

Tonnage: 5,482,056

330 Water Street Bridgeport, CT 06604-4920

(203) 384-9777

www.portofbridgeport.com

Port of Bridgeport

¹ <http://www.iwr.usace.army.mil/ndc/db/ports/mdb/> 2004

New London Port Authority
New London, Conn.
Body of Water: Thames River
Tonnage: Data not available
150 Bank Street New London, CT 06320
(203) 773-2040
www.cbp.gov/xp/cgov/toolbox/contacts/ports/ct/0413.xml
Port of New London

New York/New Jersey

The Port Authority of New York and New Jersey
New York City, N.Y.
Body of Water: New York Harbor
Tonnage: 152,131,674
225 Park Avenue South, 18th Floor, New York, NY 10003-1604
(212) 435-7000
www.panynj.gov
Port of New York/New Jersey

New Jersey/Pennsylvania

South Jersey Port Corporation
Camden, N.J.
Body of Water: Delaware River
Tonnage: 7,731,677
2nd & Beckett Streets Camden, NJ 08103
(856) 757-4969
www.southjerseyport.com
Port of Camden

Philadelphia Regional Port Authority, bi-state subsidiary of Delaware River Port Authority

Philadelphia, Pa.
Body of Water: Delaware River
Tonnage: 39,364,692
3460 N. Delaware Ave., Philadelphia, PA 19134
(215) 426-2600
www.philaport.com

Port of Philadelphia
Port of Chester

Delaware

Diamond State Port Corporation
Wilmington, Del.
Body of Water: Delaware River
Tonnage: 8,445,304
1 Hausel Road, Wilmington, DE 19801-5852
(302) 472-7740
www.portofwilmington.com
Port of Wilmington

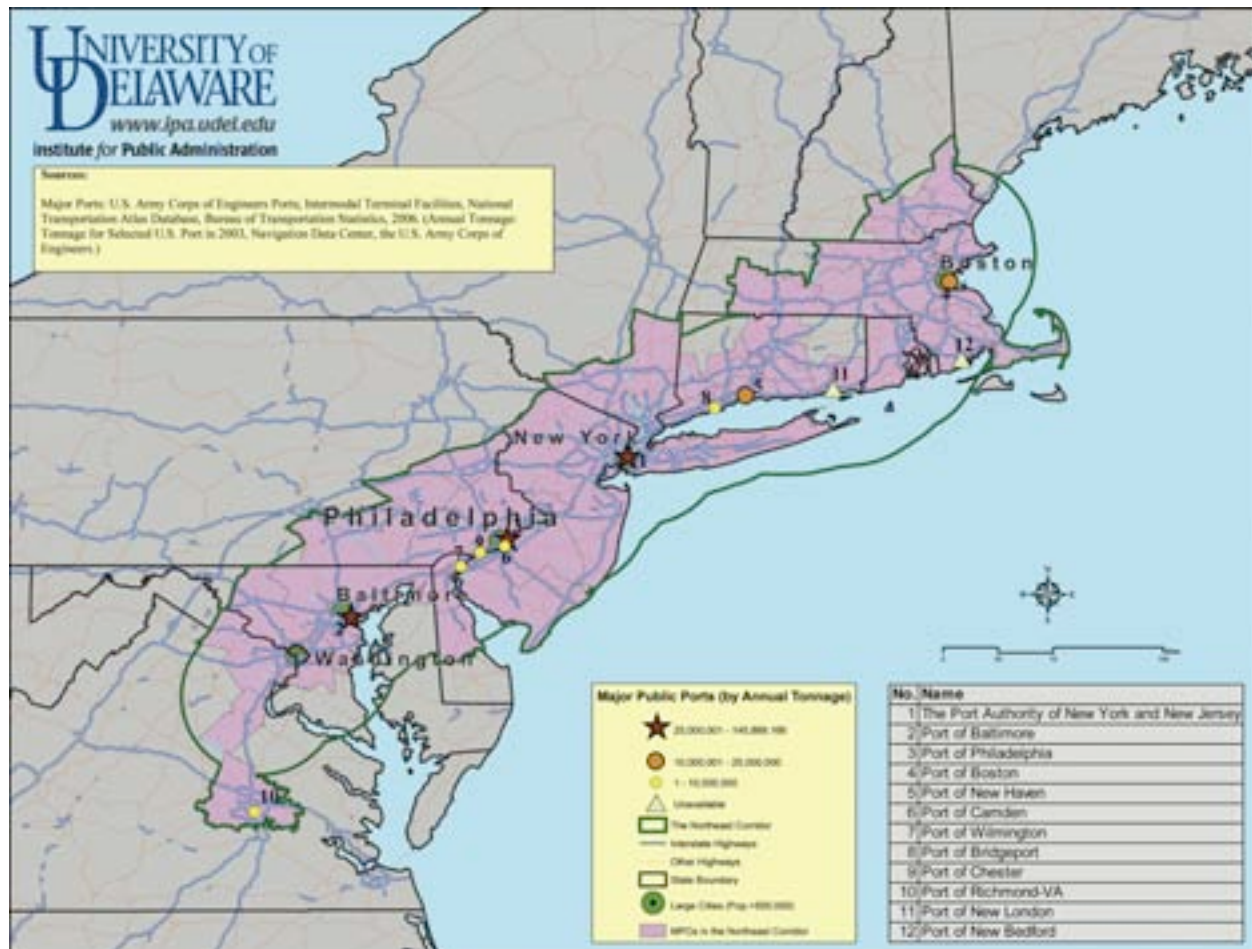
Maryland

The Port of Baltimore, Maryland Port Administration, Maryland Port Commission,
Maryland Department of Transportation
Baltimore, Md.
Body of Water: Patapsco River
Tonnage: 44,112,795
401 East Pratt Street, Baltimore, MD 21202
(410) 385-4444
www.mpa.state.md.us/contact
Port of Baltimore

Virginia

The Port of Richmond Commission, City of Richmond
Richmond, Va.
Body of Water: James River
Tonnage: 1,827,016
900 East Broad Street, Richmond, VA 23219
(804) 646-7000
www.portofrichmond.com
Port of Richmond

MAP 4. MARINE PORTS IN THE CORRIDOR



2.3 Rail Authorities

Corridor

National Railroad Passenger Corporation
50 Massachusetts Avenue NE Union Station Washington, DC 20002
1-800-872-7245
www.amtrak.com/servlet/ContentServer?pagename=Amtrak/HomePage
Amtrak
Service type and area: Passenger Rail, Boston to Washington, D.C.

Massachusetts

Massachusetts Bay Transit Authority (MBTA)
MBTA 10 Park Plaza, Suite 3910
Boston, MA 02116
(617) 222-3200
www.mbtta.com
Service type and area: Commuter Rail and Subway, Greater Boston area

Connecticut

Connecticut Department of Transportation (ConnDOT)
Rideworks 195 Church Street - 9th Floor New Haven, CT 06510
1-800-255-7433
www.shorelineeast.com
Shore Line East, Connecticut Commuter Rail
Service type and area: Commuter Rail, New London and New Haven

Metro-North Railroad
(See New York Metropolitan Transportation Authority (MTA))
Service type and area: Commuter Rail, New Haven and Fairfield, Conn.

MAP 5. MTA LONG ISLAND PASSENGER RAILROAD

Source: www.mta.nyc.ny.us/lirr/html/lirrmap.htm

New York

Metropolitan Transportation Authority (MTA) of New York
 347 Madison Avenue, 5th floor, New York, NY 10017-3739
 (718) 330-1234
www.mta.info

Staten Island Railway

Service type and area: Commuter Rail, St. George to Tottenville

Long Island Railroad

Service type and area: Commuter Rail, Long Island, N.Y.

New York City Subway

Service type and area: Subway, New York City

Metro-North Railroad

Service type and area: Passenger Rail, New York City to Connecticut

Metro-North Railroad

Service type and area: Commuter Rail, New York City to Southern New York area

MAP 6. MTA METRO NORTH RAILROAD

Source: www.mta.nyc.ny.us/mnr/html/mnrmap.htm

New York/New Jersey

Port Authority Trans-Hudson Corporation (PATH), a subsidiary of the
Port Authority of New York/New Jersey

225 Park Avenue South, New York, NY 10003

1-800-234-PATH (7284)

www.panynj.gov/CommutingTravel/path/html

Service type and area: Commuter-Passenger, N.Y.C. and New Jersey

New Jersey/Pennsylvania

New Jersey Transit

1 Penn Plaza, East Newark, NJ 07105

(973) 491-7000

www.njtransit.com/hp/hp_servlet.srv?hpnPageAction=HomePageTo

Service type and area: Passenger Rail, New Jersey and Philadelphia

MAP 7. NEW JERSEY TRANSIT RAIL MAP



Source: www.riverline.com/images/pdf/njt_railmap.pdf

Pennsylvania/New Jersey

Port Authority Transit Corporation (PATCO), a subsidiary of the Delaware River Port Authority

PO Box 4262 Lindenwold, NJ 08021-0218

(856) 772-6900

www.ridepatco.org

Service type and area: Commuter Rail, Philadelphia and New Jersey

MAP 8. PATCO MAP

Source: commons.wikimedia.org/wiki/File:PATCO-Map.png

Pennsylvania

Southeastern Pennsylvania Transportation Authority (SEPTA)

1234 Market Street 4th Floor Philadelphia, PA 19107

215-580-7800

www.septa.org

Service type and area: Commuter Rail, Greater Philadelphia, Southern New Jersey and Northern Delaware

MAP 9. SETPA



Source: www.septa.com/maps/click_map.html

Delaware

See Pennsylvania's Southeastern Pennsylvania Transportation Authority (SEPTA)

Maryland

Maryland Transit Administration (MTA)

6 St. Paul St. Baltimore, MD 21202-1614

(410)-539-5000

www.mtmaryland.com

Service type and area: Light Rail–Subway, Baltimore and Washington, D.C.

MAP 10. MARC TRAIN ROUTE



Source: www.mtmaryland.com/services/marc/schedulesSystemMaps/marcTrainSystemMap.cfm

Washington, D.C.

Washington Metropolitan Area Transit Authority Metrorail

600 Fifth Street, NW Washington, DC 20001

(202) 962-1234

www.wmata.com

Service type and area: Commuter Rail, Greater Washington, D.C., and Southern Maryland

Virginia

Virginia Railway Express (VRE). A partnership of the Northern Virginia Transportation Commission (NVTC) and the Potomac and Rappahannock Transportation Commission (PRTC)

1500 King Street Suite 202 Alexandria, Virginia 22314

703-684-0400

www.vre.org

Service type and area: Passenger Rail, Manassas and Fredericksburg to Washington, D.C.

MAP 11: VIRGINIA RAILWAY EXPRESS



Source: www.vre.org/service/systmmp.htm

2.4 Bridge, Toll Road, and Tunnel Authorities

Massachusetts

Massachusetts Port Authority

1 Harborside Drive, East Boston, MA 02128

(617) 242-7979

www.massport.com/bridges/about.asp

Tobin Memorial Bridge

Connects Chelsea to Charleston in Boston

Massachusetts Turnpike Authority

State Transportation Building

10 Park Plaza Suite 4160

Boston, MA 02116

(617) 248-2800

www.masspike.com

Sumner Tunnel

Connects Logan International Airport and Route 1A in East Boston

Ted Williams Tunnel

Connections to Massachusetts Turnpike (I-90) and Route 1A under Boston Harbor

Rhode Island

Rhode Island Turnpike and Bridge Authority

1 East Shore Road

Jamestown, RI 02835-1621

(401) 423-0800

www.bostonroads.com/crossings/pell-newport

Pell Bridge

RI 138 over Narragansett Bay

New York

New York State Bridge Authority (Hudson River)

NYSBA PO Box 1010 Highland, NY 12528

(845) 691-7245

www.nysba.state.ny.us

Bear Mountain Bridge

Peekskill / Fort Montgomery Crossing – State Routes 6 & 202

Mid-Hudson Bridge “Franklin D. Roosevelt”

Poughkeepsie / Highland Crossing – State Routes 44/55

Kingston-Rhinecliff (George Clinton Memorial)

Kingston / Rhinecliff Crossing – State Route 199

Newburgh-Beacon (Hamilton Fish Bridge)
Newburgh / Beacon Crossing – Interstate Route 84
Rip Van Winkle Bridge
Catskill / Hudson Crossing – State Route 23

New York State Thruway Authority
200 Southern Blvd.
P.O. Box 189
Albany, NY 12201-0189
(518) 436-2700
www.nycroads.com/crossings/tappan-zee

Tappan Zee Bridge
I-87 and I-287 over Hudson River

Metropolitan Transportation Authority (MTA) Bridges and Tunnels
Metropolitan Transportation Authority (MTA)
347 Madison Avenue, 5th floor, New York, NY 10017-3739
(718) 330-1234
www.mta.info

Bronx-Whitestone Bridge
The Bronx to Queens over the East River

Cross Bay Bridge
Queens to Rockaway Peninsula

Henry Hudson Bridge
Northern Manhattan to the Bronx

Marine Parkway Bridge
Brooklyn to Queens

Throgs Neck Bridge
The Bronx to Queens

Triborough Bridge
Connecting Manhattan, Queens and the Bronx

Verrazano-Narrows Bridge
From Brooklyn to Staten Island

Brooklyn Battery Tunnel
Brooklyn to Manhattan

Queens Midtown Tunnel
Midtown Manhattan and Queens

New York/New Jersey

The Port Authority of New York and New Jersey
Customer Relations Tunnels, Bridges and Terminals
One Madison Avenue, 5th Floor New York, NY 10010
1-800-221-9903
www.panynj.gov

Bayonne Bridge
Staten Island with Bayonne, New Jersey

George Washington Bridge
From Manhattan to Fort Lee, New Jersey

Goethals Bridge
Elizabeth, New Jersey, with Staten Island

Outerbridge Crossing
Perth Amboy, New Jersey, to Staten Island

Holland Tunnel
Jersey City, New Jersey, to Manhattan

Lincoln Tunnel
Central New Jersey to Manhattan

New Jersey

The Burlington County Bridge Commission
1300 Route 73 North, P.O. Box 6, Palmyra, NJ 08065
(609) 387-1480
www.bcbridges.org

The Burlington-Bristol Bridge
Burlington, New Jersey, and Bristol, Pennsylvania

Tacony-Palmyra Bridge
Palmyra, New Jersey, and Tacony, Pennsylvania

New Jersey/Pennsylvania

Delaware River Joint Toll Bridge Commission (all cross the Delaware River)
Commission Administration Building
110 Wood and Grove Streets, Morrisville, PA 19067
(215) 295-5061
www.drjtbc.org

Delaware Water Gap Toll Bridge
Interstate 80, Stroudsburg, Pennsylvania, to New Jersey

Easton-Phillpsburg Bridge
U.S. Route 22 Pennsylvania to New Jersey

I-78 Toll Bridge
Northampton County, Pennsylvania, and Warren County New Jersey

Milford-Montague Toll Bridge

U.S. Route 206 at Montague, New Jersey, to U.S. Routes 6 and 209 at Milford, Pennsylvania

New Hope-Lambertville Bridge

U.S. Route 202 between Solebury Township, Pa., and Delaware Township, N.J.

Portland Columbia Toll Bridge

Pa. Route 611 at Portland, Pennsylvania, with U.S. Route 46 at Columbia, New Jersey

Trenton-Morrisville Rt.1 Bridge

U.S. Route 1 over the Delaware River between Trenton, New Jersey, and Morrisville, Pennsylvania

Delaware River Port Authority of Pennsylvania/New Jersey (all bridges cross the Delaware River)

One Port Center 2 Riverside Drive, P.O. Box 1949
Camden, NJ 08101
(856) 968-2000
www.drpa.org

Benjamin Franklin Bridge

Camden, New Jersey, to Philadelphia, Pennsylvania

Betsy Ross Bridge

Pennsauken, New Jersey, to Philadelphia, Pennsylvania

Commodore Barry Bridge

Bridgeport, New Jersey, to Chester, Pennsylvania

Walt Whitman Bridge

Gloucester, New Jersey, to Philadelphia, Pennsylvania

New Jersey/Delaware

Delaware River and Bay Authority

P.O. Box 71 New Castle, DE 19720
(302) 571-6300
www.drba.net

Delaware Memorial Twin Bridges

From Pennsville, New Jersey, to New Castle, Delaware.

Maryland

Maryland Transportation Authority (MTA)
2310 Broening Highway, Suite 150, Baltimore, MD 21224
1-866- 713-1596
www.mdt.state.md.us/mdta/servlet/dispatchServlet?url=/Home/main.jsp

Francis Scott Key Bridge
Crosses the Patapsco River on I-695

Harry W. Nice Memorial Bridge
Crosses the Potomac River from Newburg, Maryland, to Dahlgren, Virginia, on U.S. Rt. 301

Thomas J. Hatem Memorial Bridge
Crosses Susquehanna River between Havre de Grace and Perryville on U.S. Rt. 40

William Preston Lane Jr. Memorial (Bay) Bridge
U.S. Rts. 50/301 over the Chesapeake Bay

Baltimore Harbor Tunnel
I-895 Connects Baltimore's industrial areas

Fort McHenry Tunnel
Patapsco River connects Locust Point with Canton on I-95

Virginia

Chesapeake Bay Bridge & Tunnel District
32386 Lankford Highway
Cape Charles, VA 23310-0111
(757) 331-2960
www.cbbt.com

Chesapeake Bay Bridge-Tunnel
Virginia's Eastern Shore to Virginia Beach, Virginia on U.S. Rt. 13

Virginia Department of Transportation
1401 E. Broad St., Richmond, VA 23219
(804) 642-1400
www.virginiadot.org

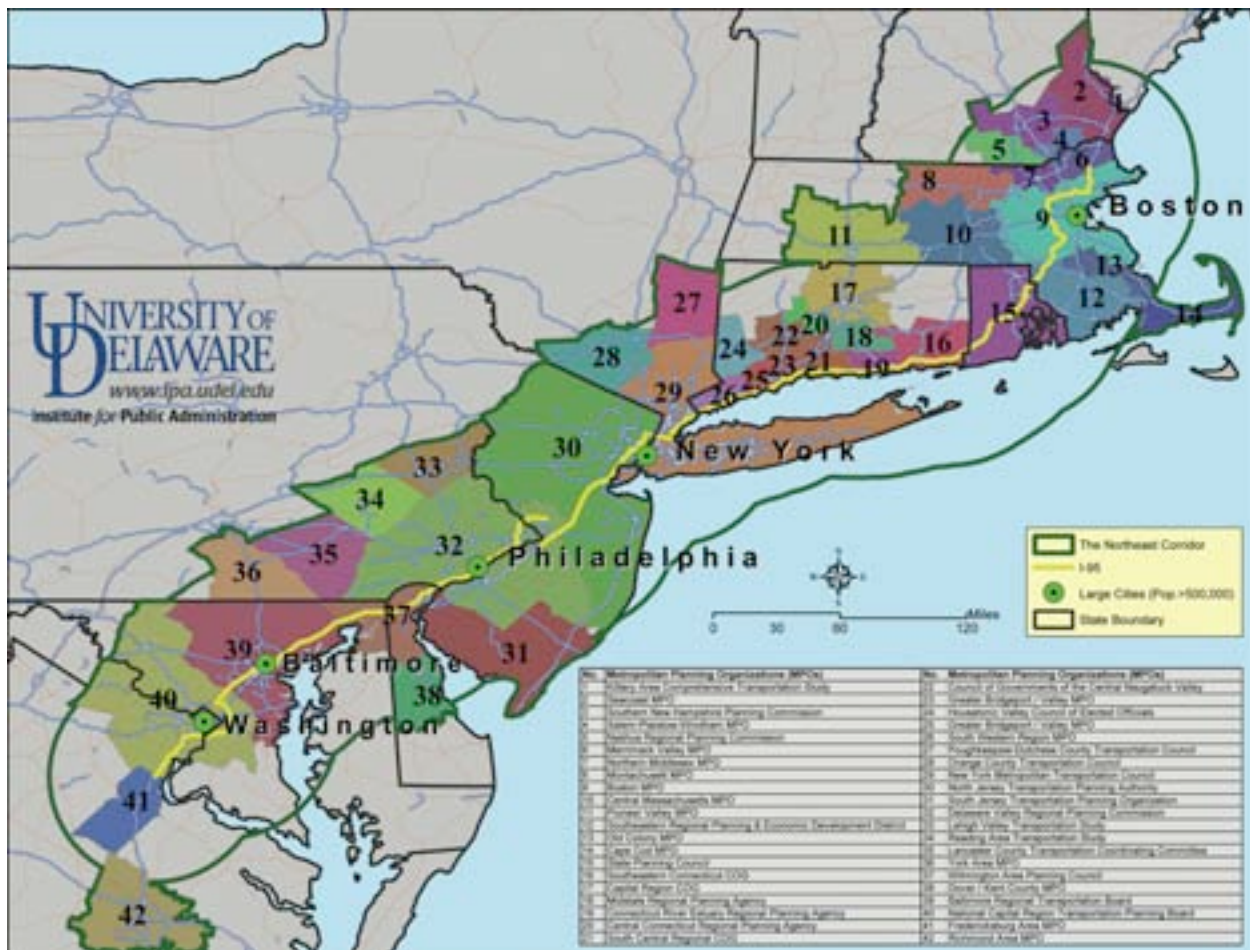
George P. Coleman Bridge
Route 17 over the York River between Yorktown and Gloucester County

Richmond Metropolitan Authority
919 East Main Street, Suite 600 Richmond, VA 23219
(804) 523-3300
www.rmaonline.org

Boulevard Bridge
State Route 161 across the James River connects the Westover Hills neighborhood in South Richmond

2.5 Metropolitan Planning Organizations (MPOs)

MAP 12. MPOs IN THE NORTHEAST CORRIDOR



Source: Institute for Public Administration

New Hampshire (4)¹

Seacoast MPO

Counties: Rockingham, Strafford

2 Ridge Street, Suite 4

Dover, NH 03820-2505

(603) 742-2523

www.rpc-nh.org/Transit/seacoast-transit-home.htm

Southern New Hampshire Planning Commission (SNHPC)

Counties: Hillsborough, Rockingham, and Merrimack

438 Dubuque Street Manchester, NH 03102

(603) 669-4664

www.snhpc.org

¹ Number of MPOs in the state's section of the Corridor

Salem-Plaistow Windham MPO

County: Rockingham
156 Water Street Exeter, NH 03833
(603) 778-0885
www.rpc-nh.org/SPW

Nashua Regional Planning Commission

County: Hillsborough
9 Executive Park Drive, Suite 201
Merrimack, NH 03054
(603) 424-2240
www.nashuarpc.org

Massachusetts (9)**Merrimack Valley MPO**

County: Essex
160 Main Street
Haverhill, MA 01830
(978) 374-0519
mvpc.org

North Middlesex MPO

County: Middlesex
115 Thorndike Street Floor 3B
Lowell, MA 01852-3308
(978) 454-8021
www.nmcog.org

Montachusett Regional Planning Commission

Counties: Worcester and Middlesex
R1427 Water Street, Fitchburg, MA 01420
(978) 345-7376
www.mrpc.org

Pioneer Valley MPO

Counties: Hampden and Hampshire
26 Central Street, Suite 34
West Springfield, MA 01089-2787
(413) 781-6045
www.pvpc.org

Central Massachusetts MPO

County: Worcester
2 Washington Square 2nd Floor
Worcester, MA 01604-4016

(508) 756-7717

www.cmrpc.org

Boston MPO

Counties: Suffolk, Norfolk, Middlesex, Worcester, and Plymouth

10 Park Plaza, Suite 2150, Boston, MA 02116

(617) 973-7100

www.ctps.org/bostonmpo

Old Colony MPO

Counties: Plymouth, Norfolk, Bristol

70 School Street, Brockton, MA 02301

(508) 583-1833

www.ocpcrpa.org

Cape Cod MPO

County: Barnstable

P.O. Box 226, 3225 Main Street, Barnstable, MA 02630

(508) 362-3828

www.gocapecod.org/mpo

Southeastern Regional Planning & Economic Development District

Counties: Bristol, Plymouth

88 Broadway, Taunton, MA 02780

(508) 824-1367

www.srpedd.org

Rhode Island (1)

Rhode Island Statewide Planning Council

Counties: Bristol, Kent, Newport, Providence, and Washington

One Capitol Hill, Providence, RI 02908

(401) 222-7901

www.planning.ri.gov/transportation

Connecticut (11)

Greater Bridgeport/Valley Metropolitan Planning Organization

Counties: Fairfield, New Haven

525 Water Street, Suite 1

Bridgeport, CT 06604

(203) 366-5405

www.valleycog.org/transportation.html

Central Connecticut Regional Planning Agency

Counties: Hartford, Litchfield

225 North Main Street Suite 304
Bristol, CT 06010-4993
(860) 589-7820
www.ccrpa.org

Housatonic Valley Council of Elected Official
Counties: Fairfield, Litchfield
Old Town Hall, 162 Whisconier Road
Brookfield, CT 06804
(203) 775-6256
www.hvceo.org

Capitol Region Council of Governments
Counties: Tolland, Hartford
241 Main Street, 4th Floor
Hartford, CT 06106
(860) 522-2217
www.crcog.org/transportation

South Central Regional Council of Governments
County: New Haven
127 Washington Ave, 4th Floor West
North Haven, CT 06473
(203) 234-7555
www.scrkog.org

South Western Regional Planning Agency Metropolitan Planning Organization
County: Fairfield
Government Center 3rd Floor 888 Washington Boulevard
Stamford, CT 06901
(203) 316-5190
www.swrpa.org/Default.aspx?Transport

Council of Governments of the Central Naugatuck Valley
Counties: New Haven, Litchfield
60 North Main Street, 3rd Floor
Waterbury, CT 06702-1403
(203) 757-0535
www.cogcnv.org

Windham Region Council of Governments
Counties: Windham, Tolland, New London
700 Main St. Willimantic, CT 06226
(860) 456-2221
www.wincog.org/contact.html

Midstate Regional Planning Agency

County: Middlesex
P.O. BOX 139, 100 DeKoven Drive
Middletown, CT 06457
(860) 347-7214
www.midstaterpa.org

Connecticut River Estuary Regional Planning Agency

Counties: Middlesex, New London
455 Boston Post Road, P.O. Box 778
Old Saybrook, CT 06475
(860) 388-3497
www.crerpa.org/transportation.php

Valley Council of Governments

Counties: New Haven, Hartford, Fairfield, Litchfield
Main Street Railroad Station
Derby, CT 06418
(203) 735-8688
www.valleycog.org

New York (3)**Poughkeepsie-Dutchess County Transportation Council**

County: Dutchess
27 High Street 2nd Floor
Poughkeepsie, NY 12601
(845) 486-3600
www.co.dutchess.ny.us/CountyGov/Departments/Planning/PLpdctcIndex.htm

New York Metropolitan Transportation Council

Counties: Nassau, Putnam, Rockland, Suffolk, Westchester and Bronx County, Kings County, New York County, Queens County, and Richmond County in New York City
199 Water Street, 22nd Floor
New York, NY 10038-3534
(212) 383-7200
www.nymtc.org

Orange County Transportation Council

County: Orange County
1887 County Building, 124 Main Street
Goshen, NY 10924
(845) 615-3840
www.co.orange.ny.us/planning

New Jersey (2)

North Jersey Transportation Planning Authority

Counties: Sussex, Passaic, Warren, Morris, Bergen, Hudson, Essex, Union,
Hunterdon, Somerset, Middlesex, Monmouth, and Ocean
One Newark Center, 17th Floor
Newark, NJ 07102
(973) 639-8400
www.njtpa.org/About/Who

South Jersey Transportation Planning Organization

Counties: Atlantic, Cape May, Cumberland, Salem, South Jersey
782 S. Brewster Road, Unit B-6, Vineland, NJ 08361
(856) 794-1941
www.sjtpo.org

New Jersey/Pennsylvania (1)

Delaware Valley Regional Planning Commission (located in Pennsylvania and New Jersey)

Counties: Bucks, Chester, Delaware, and Montgomery in Pa.; Burlington, Camden, Gloucester, and Mercer in New Jersey
190 N. Independence Mall West, 8th Floor
Philadelphia, PA 19106-1520
(215) 592-1800
www.dvrpc.org

Pennsylvania (4)

Lehigh Valley Transportation Study

Counties: Lehigh and Northampton
961 Marcon Boulevard - Suite 310
Allentown, PA 18109
(610) 264-4544
www.lvpc.org

Reading Area Transportation Study

County: Berks
633 Court Street, 14th Floor
Reading, PA 19602
(610) 478-6300
www.co.berks.pa.us/planning/cwp/view.asp?a=1124&Q=498375&planningNav=|26451|

Lancaster County Transportation Coordinating Committee

County: Lancaster

South Queen and Vine Streets
Lancaster, PA 17602
(717) 299-8333
www.co.lancaster.pa.us/planning/site

York County Planning Commission
County: York
28 East Market Street, 3rd Floor
York, PA 17401
(717) 771-9870
www.ycpc.org

Delaware (1)

Dover/Kent MPO
County: Kent
P.O. Box 383, Dover, DE 19903
(302) 760-2713
www.doverkentmpo.org/indexmpo.html

Delaware/Maryland (1)

Wilmington Area Planning Council (located in Delaware and Maryland)
Counties: New Castle, Del., and Cecil, Md.
850 Library Avenue, Suite 100
Newark, DE 19711
(302) 737-6205
www.wilmapco.org

Maryland (1)

Baltimore Regional Transportation Board
Counties: Harford, Carroll, Baltimore, Howard, Anne Arundel, and Baltimore City
2700 Lighthouse Point East, Suite 310
Baltimore, MD 21224
(410) 732-9566
www.baltometro.org/content/view/19/146

Maryland/Washington, D.C./Virginia (1)

National Capital Region Transportation Planning Board (Md./D.C./Va.)
Counties: In Maryland: Frederick, Montgomery, Prince George's, Charles Counties in Maryland, plus the cities of Bowie, College Park, Frederick, Gaithersburg, Greenbelt, Rockville and Tacoma Park. In Virginia: Arlington, Fairfax, Loudon, and Prince William Counties; and cities of Fairfax, Falls

Church, Manassas and Manassas Park. This MPO also includes the District of Columbia
777 North Capitol Street, NE Suite 300
Washington, DC 20002
(202) 962-3200
www.mwcog.org/transportation

Virginia (2)

Fredericksburg Area MPO

Counties: Caroline, Stafford, King George, Spotsylvania
406 Princess Anne Street, Fredericksburg, VA 22401
(540) 373-2890
www.fampo.gwregion.org

Richmond Area MPO

Counties: Part of Charles City County, Goochland, New Kent, and Powhatan Counties; most of Chesterfield County. This also includes all of Hanover and Henrico Counties, plus the cities of Richmond and Ashland
9211 Forest Hill Avenue, Suite 200
Richmond, VA 23235
(804) 323-2033
richmondregional.org

Appendix A. Metropolitan Planning Organizations: Voting, Non-Voting, and Advisory Members

Below is a listing of a brief description of each MPOs council membership. Included are the number of individuals who are voting or non-voting members, and the communities, agencies, or organizations they represent. Also included are the number and type of public agencies on the board and if they serve in a voting or advisory role.

New Hampshire (4)¹

1. Seacoast MPO

Total council/board members: 36

Voting members: 33

Agencies voting on council: 2

Agencies in an advisory role: 3

Counties: Rockingham, Strafford

Council composition: 33 appointed members from the municipalities and administrative agencies with voting members: New Hampshire Department of Environmental Services and Cooperative Alliance for Seacoast Transportation

Non-Voting Agencies: New Hampshire Department of Transportation Aeronautics Division, New Hampshire Department of Transportation Bureau of Rail and Transit, and Southern Maine Regional Planning Commission.

2. Southern New Hampshire Planning Commission (SNHPC)

Total council/board members: 37

Voting members: 33

Agencies voting on council: 0

Agencies in an advisory role: 4

Counties: Hillsborough, Rockingham, and Merrimack

Council composition: A Board of Commissioners of 33 local representatives from the 13 member-communities in the region, governs the SNHPC. The Commissioners are appointed by the governing bodies of the member municipalities upon the recommendation of their respective planning boards. An Executive Committee of 15 commissioners, is elected from the membership to provide overall policy direction and guidance and administer the Commission's financial and operational affairs.

Non-Voting Agencies: United States Department of Transportation, the United States Environmental Protection Agency, the New Hampshire Office of Energy and Planning; and the New Hampshire Bureau of Emergency Management.

¹ Number of MPO's in the state's section of the Corridor

3. Salem-Plaistow-Windham MPO (the Rockingham Planning Commission)

Total council/board members: 73

Voting members: 68

Agencies voting on council: 5

Agencies in an advisory role: 5

County: Rockingham

Council composition: The Commission consists of 68 appointed members. Local governments with a population of less than 10,000 appoint two representatives to the Board. Members with more than 10,000 in population appoint up to four commissioners. The New Hampshire Department of Transportation, Cooperative Alliance for Seacoast Transportation, non-member Rockingham Planning Commission communities, other state and federal transportation officials and other organizations participant.

Voting Agencies: New Hampshire Department of Transportation, New Hampshire Department of Environmental Services Air Resources Division, Cooperative Alliance for Seacoast Transportation, Cooperative Alliance for Regional Transportation, the Pease Development Authority and RPC non-voting communities. 2 Representatives from each of the 26 towns in the area, and the University of New Hampshire

Non-Voting Agencies: Federal Highway Administration, Federal Transit Administration, New Hampshire Department of Transportation – Aeronautics Division, New Hampshire DOT – District VI, University of New Hampshire, New Hampshire Office of Energy & Planning, Strafford Regional Planning Commission, Southern Maine Regional Planning Commission, Merrimack Valley Planning Commission, Nashua Regional Planning Commission, So. N.H. Planning Commission, Maine Department of Transportation, Massachusetts Department of Transportation, Federal Aviation Administration, Federal Railroad Administration, Northern New England Passenger Rail Authority.

4. Nashua Regional Planning Commission MPO

Total council/board members: 47

Voting members: 43

Agencies voting on council: 0

Agencies in an advisory role: 4

County: Hillsborough

Council composition: The Commission has 43 members. Each member local government appoints at least 2 citizens to serve as commissioners.

Non-Voting Agencies: Two representatives from the New Hampshire Department of Transportation, one representative each from the Federal Highway Administration, New Hampshire Department of Environmental Services, and the Federal Transit Administration

Massachusetts (9)

1. Merrimack Valley MPO

Total council/board members: 21

Voting members: 21

Agencies voting on council: 4

Agencies in an advisory role: 0

County: Essex

Council composition: The Secretary of the Executive Office of Transportation and Public Works, the Commissioner of the Massachusetts Highway Department, the Chairman of the Merrimack Valley Planning Commission, the Chairman of the Merrimack Valley Regional Transit Authority Advisory Board, and the mayor (or his/her designee) of the Cities of Lawrence and Haverhill. Additionally, 15 local governments of the MVPC region either elect one Commissioner and one Alternate or a mayor is used as an ex officio member.

2. North Middlesex MPO

Total council/board members: 9

Voting members: 7

Agencies voting on council: 0

Agencies in an advisory role: 2

County: Middlesex

Council composition: There are 7 total voting members. Composed of the chairpersons of the Lowell Regional Transit Authority and the Northern Middlesex Council of Governments. The MPO chair is the Secretary of the Massachusetts Executive Office of Transportation. Also with a voting role is the Commissioner of the Massachusetts Highway Department. In addition, the following are also voting members of the MPO: the chief elected official from the City of Lowell elected to serve as the city's representative to the Northern Middlesex Council of Governments, two town selectmen from the region who serve on that same commission, and a Lowell Regional Transit Authority Advisory Board member.

Non-Voting Agencies: Representatives from the Federal Highway Administration and the Federal Transit Administration are ex officio.

3. Montachusett MPO

Total council/board members: 16

Voting members: 10

Agencies voting on council: 4

Agencies in an advisory role: About 6

Counties: Worcester and Middlesex

Council composition: Consists of 10 voting members: the Massachusetts Executive Office of Transportation, the Massachusetts Highway Department, the Montachusett Regional Planning Commission, the Montachusett Regional Transit Authority, and 6 elected officials from the 22 local cities and towns that comprise our region.

Non-voting Agencies: 5-6 members. This includes the Federal Highway Administration, the Federal Transit Administration, the Montachusett Comprehensive Economic

Development Strategy Committee, the Devens Enterprise Commission and the Montachusett Joint Transportation Committee (our public involvement sub-committee of the MRPC). The local Chamber of Commerce regularly attends and provides input.

4. Pioneer Valley MPO

Total council/board members: 8

Voting members: 8

Agencies voting on council: 4

Agencies in an advisory role: 0

Counties: Hampden and Hampshire

Council composition: The Chairperson of the Pioneer Valley Planning Commission (PVPC); the Chairperson of the Pioneer Valley Transit Authority (PVTa); the Secretary of the Executive Office of Transportation (EOT) and the Commissioner of the Massachusetts Highway Department (MHD) and four local representatives. The local representatives are allocated as follows: one mayor from Chicopee, Holyoke, and Springfield; one mayor or selectman from Agawam, Amherst, Easthampton, Northampton, Westfield and West Springfield; one selectman from Belchertown, East Longmeadow, Granby, Hadley, Longmeadow, Ludlow, Palmer, South Hadley, Southampton, Southwick, Ware and Wilbraham; and one selectman from Blandford, Brimfield, Chester, Chesterfield, Cummington, Goshen, Granville, Hampden, Hatfield, Holland, Huntington, Middlefield, Montgomery, Monson, Pelham, Plainfield, Russell, Tolland, Wales, Westhampton, Williamsburg and Worthington. Each of the four groups of municipalities also has a designated alternate.

5. Central Massachusetts MPO

Total council/board members: 24

Voting members: 13

Agencies voting on council: 2

Agencies in an advisory role: 11

County: Worcester

Council composition: 13 members are on the MPO board. This includes representatives from eleven municipalities within Worcester County and one representative each from the Worcester Regional Chamber of Commerce and the Worcester Regional Transit Authority (WRTA).

Non-voting Agencies: Central Massachusetts Regional Planning Commission (CMRPC), WRTA Advisory Board, Massachusetts House District 2 and 3, Massachusetts Executive Office of Transportation (EOT) Office of Transportation Planning, Federal Highway Administration, Federal Transit Administration, Central Mass Legislative Caucus, and the 1st, 2nd, and 3rd Massachusetts Congressional Districts.

6. Boston Region Metropolitan Planning Organization

Total council/board members: 17

Voting members: 14

Agencies voting on council: 5

Agencies in an advisory role: 3

County: Suffolk, Norfolk, Essex, Middlesex, Worcester, and Plymouth

Council composition: 14 voting members and 3 nonvoting members. The majority of the entities sit permanently on the MPO, the four cities and three towns (with the exception of Boston) represented on the voting council hold three-year terms, staggered so that one city and one town are elected to the MPO each year. The MPO's regional-agency members, the Massachusetts Bay Transportation Authority, Advisory Board and Metropolitan Area Planning Council, conduct the elections annually for the MPO. Executive Office of Transportation and Public Works, Massachusetts Bay Transportation Authority, Massachusetts Highway Department, Massachusetts Port Authority, and Massachusetts Turnpike Authority

Non-voting Agencies: Federal Highway Administration, Federal Transit Administration, and the Regional Transportation Advisory Council.

7. Old Colony MPO

Total council/board members: 8

Voting members: 8

Agencies voting on council: 4

Agencies in an advisory role: 0

County: Plymouth, Norfolk, Bristol

Council composition: 8 members on the council, including the towns of Abington, Brockton, Plymouth, and West Bridgewater, the Executive Office of Transportation, the Massachusetts Highway Department, Brockton Area Transit, and the Old Colony Planning Council.

Non-voting Agencies: Federal Highway Administration, Federal Transit Administration, Massachusetts Bay Transportation Authority, and Brockton Area Transit.

8. Cape Cod MPO

Total council/board members: 15

Voting members: 9

Agencies voting on council: 6

Agencies in an advisory role: 6

County: Barnstable

Council composition: 9 voting members on the council: the Executive Office of Transportation, Massachusetts Highway Department, Cape Cod Commission, Cape Cod Regional Transit Authority, Barnstable County Commissioners, Barnstable Town Council, and three selectmen from thirteen towns.

Non-voting: Cape Cod Joint Transportation Committee, Cape Cod National Seashore, U.S. Army Corps of Engineers, Steamship Authority, Federal Highway Administration, and the Federal Transit Administration.

9. Southeastern Regional Planning & Economic Development District

Total council/board members: 16

Voting members: 13

Agencies voting on council: 5

Agencies in an advisory role: 3

Counties: Bristol, Plymouth

Council composition: 13 members on the council including the Executive Office of Transportation and Public Works, Massachusetts Highway Department, Southeastern Regional Planning and Economic Development District Commission, Administrator of the Southeastern Regional Transit Authority, and Greater Attleboro-Taunton Regional Transit Authority. Council membership also includes the mayors from four local cities and selectmen from four local towns

Non-voting: Federal Highway Administration, Federal Transit Administration, Joint Transportation Planning Group Chairman

Rhode Island (1)

1. Rhode Island Statewide Planning Council MPO

Total council/board members: 26

Voting members: 26

Agencies voting on council: 5

Agencies in an advisory role: 0

Counties: Bristol, Kent, Newport, Providence, and Washington

Council composition: 26 total members, including six local officials, five state agencies, and ten organizations representing a range of transportation stakeholders. The council also consists of four citizens representing different regions of Rhode Island, and a representative from the Narragansett Indian Tribe.

Connecticut (11)

1. Greater Bridgeport/Valley Metropolitan Planning Organization

Total council/board members: 13

Voting members: 13

Agencies voting on council: 3

Agencies in an advisory role: 0

Counties: New Haven, Fairfield

Council composition: 13 members, including the chief elected officials from ten municipalities and the chairpersons of the Regional Planning Agency, the Greater Bridgeport Transit Authority, and the Valley Transit District.

2. Central Connecticut Regional Planning Agency MPO

Total council/board members: 17

Voting members: 17

Agencies voting on council: 0

Agencies in an advisory role: 0

Counties: Hartford, Litchfield

Council composition: 17 representatives selected by either each member municipality's planning and zoning commission or (in the case of towns with small population), selected by the municipality's chief elected official.

3. Housatonic Valley Council of Elected Official MPO

Total council/board members: 10

Voting members: 10

Agencies voting on council: 0

Agencies in an advisory role: 0

Counties: Fairfield, Litchfield

Council composition: The council includes ten chief elected officials from the area: two mayors and eight first selectmen.

4. Capitol Region Council of Governments MPO

Total council/board members: 36

Voting members: 36

Agencies voting on council: 2

Agencies in an advisory role: 0

Counties: Tolland, Hartford

Council composition: Each of the 29 towns appoints a representative to the Transportation Committee (the City of Hartford is allowed four representatives). The chairperson of the board must be a chief elected official from one of the towns. Also, a number of appointees represent the various agencies, such as the Greater Hartford Transit District and the Environmental Justice Advisory Board.

5. South Central Regional Council of Governments MPO

Total council/board members: 30

Voting members: 15

Agencies voting on council: 0

Agencies in an advisory role: 1 (15 participants)

County: New Haven

Council composition: 15 mayors and first selectmen from the region

Non-Voting Agencies: Transportation Technical Committee made up of a town engineer from each of the 15 municipalities

6. Southwestern Regional Planning Agency MPO

Total council/board members: 17

Voting members: 8

Agencies voting on council: 0

Agencies in an advisory role: 9

County: Fairfield

Council composition: 8 members.

Non-Voting Agencies: Technical representatives from the transit districts, municipal planning departments, municipal public works departments, SWRPA, Connecticut Department of Transportation, Federal Highway Administration, and the Federal Transit Administration.

7. Council of Governments of the Central Naugatuck Valley MPO

Total council/board members: 13

Voting members: 13

Agencies voting on council: 0

Agencies in an advisory role: 0

Counties: New Haven, Litchfield

Council composition: 13 chief elected officials from each of the municipalities.

8. Windham Region Council of Governments MPO

Total council/board members: 8

Voting members: 8

Agencies voting on council: 0

Agencies in an advisory role: 0

Counties: Windham, Tolland, New London

Council composition: The chief elected official from each participating municipality.

9. Midstate Regional Planning Agency MPO

Total council/board members: 17

Voting members: 17

Agencies voting on council: 0

Agencies in an advisory role: 0

County: Middlesex

Council composition: Two members for each of seven participating municipalities and three members for Middletown.

10. Connecticut River Estuary MPO

Total council/board members: 18

Voting members: 18

Agencies voting on council: 0

Agencies in an advisory role: 0

Counties: Middlesex, New London

Council composition: Each of the nine member municipalities provides two members.

For each municipality, one of these members is appointed by the town's Board of Selectmen and the other by the Planning Commission.

11. Valley Council of Governments MPO

Total council/board members: 7

Voting members: 7

Agencies voting on council: 0

Agencies in an advisory role: 0

Counties: New Haven, Hartford, Fairfield, Litchfield

Council composition: 7 total members; 4 chief elected officials from each of the participating municipalities and 3 members on the executive board

New York (3)

1. Poughkeepsie-Dutchess County Transportation Council MPO

Total council/board members: 32

Voting members: 10 permanent, plus 5 rotating members from a pool of 17 smaller towns and villages.

Agencies voting on council: 5 permanent (not including rotating member agencies)

Agencies in an advisory role: 4

County: Dutchess

Council composition: Membership on the Executive Committee varies by municipality, while membership on the Technical Committee is open to all thirty municipalities in Dutchess County. Also, New York State Department of Transportation, Metropolitan Transportation Authority, Metro-North Railroad, New York State Bridge Authority, and the New York State Thruway Authority.

Nonvoting agencies: New York State Thruway Authority, the New York State Bridge Authority, the Federal Highway Administration, and the Federal Transit Administration

2. New York Metropolitan Transportation Council MPO

Total council/board members: 16

Voting members: 9

Agencies voting on council: 9

Agencies in an advisory role: 7

Counties: Nassau, Putnam, Rockland, Suffolk, Westchester, and Bronx County, Kings County, New York County, Queens County, and Richmond County in New York City

Council composition: One representative each from the counties of Putnam, Rockland, Suffolk, and Westchester; one representative each from the Metropolitan Transportation Authority, the New York City Department of Planning, the New York City Department of Transportation and the New York State Department of Transportation

Nonvoting agencies: Federal Highway Administration, Federal Transit Administration, New Jersey Transit, New York State Department of Environmental Conservation, North Jersey Transportation Planning Authority, Port Authority of New York & New Jersey, and the Environmental Protection Agency.

3. Orange County Transportation Council

Total council/board members: 21

Voting Members: 17

Agencies voting on council: 2

Agencies in an advisory role: 4

County: Orange County

Council composition: City of Middletown Mayor, City of Newburgh City Manager, City of Port Jervis Mayor, Executive Director, Metropolitan Transportation Authority, Orange County Executive (Permanent), N.Y. State Department of Transportation Commissioner, N.Y. State Thruway Authority Executive Director. Two voting

members from the villages of Orange County. Two voting members from each of the following transportation areas:
 Two voting members from Newburgh Urbanized Area [Cornwall, Montgomery, New Windsor, Newburgh] Two voting members from Southern Area [Blooming Grove, Chester, Highlands, Monroe, Tuxedo, Warwick, Woodbury]. Two voting members from Western Gateway Area Crawford, Deerpark, Goshen, Greenville, Hamptonburgh, Minisink, Mt. Hope, Wallkill, Wawayanda. Two voting members from one of the 17 of the Orange County Villages
Non-Voting Agencies on Council: Federal Transit Administration, Federal Highway Administration, N.Y. State Bridge Authority, Port Authority of New York & New Jersey.

New Jersey (2)

1. North Jersey Transportation Planning Authority (N.J./Pa.) MPO

Total council/board members: 19

Voting members: 19

Agencies voting on council: 2

Agencies in an advisory role: 0

Counties: Sussex, Passaic, Warren, Morris, Bergen, Hudson, Essex, Union, Hunterdon, Somerset, Middlesex, Monmouth, Ocean

Council composition: One representative from each of the 13 counties as well as the cities of Newark and Jersey City. Membership also includes a representative of the Governor, the Commissioner of the New Jersey Department of Transportation (NJDOT), the Executive Directors of NJ Transit and the Port Authority of New York and New Jersey, and a Citizens' Representative appointed by the Governor.

2. South Jersey Transportation Planning Organization MPO

Total council/board members: 11

Voting members: 11

Agencies voting on council: 3

Agencies in an advisory role: 0

Counties: Atlantic, Cape May, Cumberland, Salem, South Jersey

Council composition: It consists of eleven voting members: one elected official from each county government, one municipal elected official from each county (specifically including the Mayors of Atlantic City and Vineland), and one representative each from the New Jersey Department of Transportation, New Jersey Transit, and the South Jersey Transportation Authority.

New Jersey/Pennsylvania (1)

1. Delaware Valley Regional Planning Commission (N.J./Pa.) MPO

Total council/board members: 33

Voting members: 18

Agencies voting on council: 6

Agencies in an advisory role: 15

Counties: Bucks, Chester, Delaware and Montgomery in Pa.. Burlington, Camden, Gloucester and Mercer in N.J.

Council composition: One representative each from the Pennsylvania Department of Transportation, New Jersey Department of Transportation, Pennsylvania Department of Community Affairs, New Jersey Department of Community Affairs, New Jersey Governor's Office, and Pennsylvania Governor's Appointee, and one representative each from the cities of Philadelphia, Trenton, Camden, Chester, and the counties of Mercer, Gloucester, Camden, Burlington, Montgomery, Delaware, Chester, and Bucks.

Nonvoting agencies: Federal Highway Administration (Pa.), Federal Highway Administration (N.J.), Housing and Urban Development Region III, Southeastern Pennsylvania Transportation Authority, New Jersey Transit Corporation, Delaware River Port Authority, Port Authority Transit Corporation, Federal Transit Authority Region III, Environmental Protection Agency Region III, Environmental Protection Agency Region II, Pennsylvania Department of Environmental Protection, New Jersey Department of Environmental Protection, New Jersey Office of Smart Growth, Pennsylvania Department of Community and Economic Development, and Regional Citizens Committee

Pennsylvania (4)

1 Lehigh Valley Transportation Study MPO

Total council/board members: 37

Voting members: 37

Agencies voting on council: 0

Agencies in an advisory role: 3

Counties: Lehigh and Northampton

Council composition: 17 members appointed by each of the two member counties and a 3 person board consisting of members from either county.

Nonvoting agencies: Pennsylvania Department of Transportation, Lehigh and Northampton Transportation Authority, Lehigh Northampton Airport Authority

2. Reading Area Transportation Study MPO

Total council/board members: 10

Voting members: 9

Agencies voting on council: N/A

Agencies in an advisory role: 1

County: Berks

Council composition: N/A

Nonvoting agency: Pennsylvania Department of Transportation

3. Lancaster County Transportation Coordinating Committee

Total council/board members: 10

Voting members: 9

Agencies voting on council: 0

Agencies in an advisory role: 4

County: Lancaster

Council composition: Nine Commission Members and an Executive Director appointed by the board of County Commissioners.

Nonvoting agencies: Pennsylvania Department of Transportation, Red Rose Transit Authority, Lancaster Airport Authority, Lancaster County Transportation Authority

4. York County Planning Commission

Total council/board members: 9

Voting members: 9

Agencies voting on council: 0

Agencies in an advisory role: 1

County: York

Council composition: The Commission consists of nine members appointed by the County Commissioners. Seven of the members represent specific geographic regions of the County and two are at-large members. Each member serves a four year term

Nonvoting agency: Pennsylvania Department of Transportation

Delaware (1)

1. Dover/Kent County MPO

Total council/board members: 8

Voting members: 6

Agencies voting on council: 2

Agencies in an advisory role: 2

County: Kent

Council composition: Representatives from Delaware's Governor, the president of the Kent County Levy Court, the Mayor of Dover, and one mayor representing all Kent County municipalities. The board also includes the Delaware Department of Transportation, and the Delaware Transit Corporation.

Nonvoting agencies: Federal Highway Administration and Federal Transit Administration.

Delaware/Maryland (1)

1. Wilmington Area Planning Council (Del./Md.)

Total council/board members: 9

Voting members: 9

Agencies voting on council: 2

Agencies in an advisory role: 0

Counties: New Castle, Del., and Cecil, Md.

Council composition: The six representatives from Delaware include a representative each from the Governor's office, the Delaware Department of Transportation, the Delaware Transit Corporation, the city of Wilmington, New Castle County, and the municipalities of New Castle County. The three representatives from Maryland represent the Governor's office, Cecil County, and the municipalities of Cecil County.

Maryland (1)

1. Baltimore Regional Transportation Board

Total council/board members: 10

Voting members: 8

Agencies voting on council: 1

Agencies in an advisory role: 2

Counties: Harford, Carroll, Baltimore, Howard, Anne Arundel

Council composition: The 10 members of the Baltimore Regional Transportation Board are made up of elected officials from the cities of Annapolis and Baltimore, and the counties of Anne Arundel, Baltimore, Carroll, Harford and Howard and the Maryland Department of Transportation.

Nonvoting agencies: Maryland Department of Planning and the Maryland Department of the Environment.

Maryland/Washington, D.C./Virginia (1)

1. National Capital Region Transportation Planning Board (Md./D.C./Va.)

Total council/board members: 41

Voting members: 35

Agencies voting on council: 3

Agencies in an advisory role: 6

Counties: Frederick, Montgomery, Prince George's, Charles in Md. District of Columbia., Arlington, Fairfax, Loudon, Manassas, and Prince William in Va.

Council composition: 41 representatives on the board from local governments, and the Maryland and Virginia General Assemblies. Also, the Virginia Department of Transportation, Maryland Department of Transportation, and the Washington Metropolitan Area Transit Authority

Nonvoting agencies: FHA, FTA, TPB Private Providers Task Force, National Capital Planning Commission, Metropolitan Washington Airports Authority, and the National Park Service.

Virginia (2)

1. Fredericksburg Area MPO

Total council/board members: 20

Voting members: 11

Agencies voting on council: 2

Agencies in an advisory role: 4

Counties: Caroline, Stafford, King George, Spotsylvania

Council composition: This is a voting board that includes three members from Stafford County, three from Spotsylvania County, and three from the City of Fredericksburg. One member each from the Virginia Department of Transportation, and the Potomac and Rappahannock Transportation Commission.

Nonvoting agencies: one each from Caroline County, King George County, the Federal Highway Administration, and the Virginia Department of Rail and Public Transportation.

2. **Richmond Area MPO**

Total council/board members: 33

Voting members: 28

Agencies voting on council: 5

Agencies in an advisory role: 8

Counties: Part of Charles City County, Goochland, New Kent, and Powhatan Counties; most of Chesterfield County; all of Hanover and Henrico Counties, plus the cities of Richmond and Ashland.

Council composition: Four representatives each for the city of Richmond and the counties of Henrico and Chesterfield, three representatives for the county of Hanover, two representatives for the counties of Goochland, New Kent, and Powhatan, and one representative each for the county of Charles City, the town of Ashland, the Capital Region Airport Commission, Greater Richmond Transit Company, Richmond Metropolitan Authority, Richmond Regional Planning District Commission, and the Richmond Regional Planning District Commission.

Nonvoting agencies: Federal Highway Administration, Federal Transit Administration, the MPO Citizens Transportation Advisory Committee Chairman, and the MPO Elderly and Disabled Advisory Committee Chairman.

Appendix B. Metropolitan Clusters and Modes of Transportation

MAP 13. MAJOR METROPOLITAN CLUSTERS AND MODES OF TRANSPORTATION



Source: Institute for Public Administration

Boston Metropolitan Area

Major area transportation agencies include Massachusetts Port Authority (Massport), which oversees the major airport of New England, Logan International, as well as the Port of Boston. The Massachusetts Bay Transportation Authority (MBTA) operates the major commuter rail in the Boston area. The Massachusetts Turnpike Authority owns and operates major bridges in the city. All these agencies are voting members on the board of the Boston Area MPO.

Air

General Edward Lawrence Logan International (BOS)

Authority: Massachusetts Port Authority

Passenger and Cargo

Boston

Seaport

Port of Boston

Authority: Massachusetts Port Authority (Massport)

Boston

Body of Water: Massachusetts Bay

Port of New Bedford

Authority: New Bedford Harbor Development Commission

New Bedford

Body of Water: Buzzards Bay

Rail

Authority: Massachusetts Bay Transportation Authority (MBTA)

Service type and area: Commuter rail and subway,

Greater Boston area

Tunnels/Bridges

Authority: Massachusetts Port Authority

Tobin Memorial Bridge

Boston

Authority: Massachusetts Turnpike Authority

Sumner Tunnel

Boston

Connects Logan International Airport and Route 1A in East Boston

Authority: Massachusetts Turnpike Authority

Ted Williams Tunnel

Boston

Connections to Massachusetts Turnpike (I-90) and Route 1A under Boston Harbor

MPO**Boston Area MPO**

Total council/board members: 17

Voting members: 14

Agencies voting on council: 5

Agencies in an advisory role: 3

Counties: Suffolk, Norfolk, Essex, Middlesex, Worcester, and Plymouth

Council composition: 14 voting members and 3 nonvoting members. The majority of the entities sit permanently on the MPO, the four cities and three towns (with the exception of Boston) represented on the voting council hold three-year terms, staggered so that one city and one town are elected to the MPO each year. The MPO's regional-agency members, the Massachusetts Bay Transportation Authority, Advisory Board and Metropolitan Area Planning Council, conduct the elections annually for the MPO. Executive Office of Transportation and Public Works,

Massachusetts Bay Transportation Authority, Massachusetts Highway Department, Massachusetts Port Authority, and Massachusetts Turnpike Authority
Non-voting Agencies: the Federal Highway Administration, Federal Transit Administration, and the Regional Transportation Advisory Council.

MAP 14. OVERALL MODES OF TRANSPORTATION IN BOSTON



Source: Institute for Public Administration

New York City/Northern New Jersey Area

The major transportation agency of the area is the Port Authority of New York/New Jersey. It has jurisdiction over JFK International Airport, LaGuardia Airport, and Stewart International Airport. The Port also oversees the Port of New York/New Jersey, the largest cargo port in the Northeast. Additionally, it operates major bridges and tunnels in the city. The Metropolitan Transportation Authority (MTA) oversees all major commuter rail in the area, including the New York City subway. It also has jurisdiction over major bridges and tunnels in the region. The Port Authority Trans-Hudson Corporation, (PATH) is a subsidiary of the Port Authority and is also an operator of passenger rail in the area. The only one of these that has a voting presence on the board of the New York Metropolitan Transportation Council is MTA. The Port Authority serves in an advisory role.

Air

John F. Kennedy International (JFK)

Authority: Port Authority of New York and New Jersey

Passenger and Cargo

New York City

LaGuardia Airport (LGA)

Authority: Port Authority of New York and New Jersey

Passenger

New York City

Long Island MacArthur (ISP)

Authority: Town of Islip

Passenger

Islip, NY

Stewart International (SWF)

Authority: Port Authority of New York and New Jersey

Cargo

Newburgh, N.Y.

Seaport

Port of New York/New Jersey

Authority: The Port Authority of New York and New Jersey

New York City

Body of Water: New York Harbor

Rail

Metropolitan Transportation Authority (MTA)

Staten Island Railway

Passenger Rail – St. George to Tottenville

Long Island Railroad
Passenger Rail – Long Island

New York City Subway
Subway – New York City

Metro-North Railroad
Passenger Rail – New York City to Connecticut

Metro-North Railroad
Rail – New York City to Southern New York area

Port Authority Trans-Hudson Corporation (PATH), subsidiary of the Port Authority of New York/New Jersey

Type and area: commuter-passenger, New York City and New Jersey

New Jersey Transit

Type and area: passenger rail, New Jersey and Philadelphia

Bridges/Tunnels

Authority: New York State Thruway Authority
Tappan Zee Bridge
Tarrytown, N.Y.

Metropolitan Transportation Authority (MTA) Bridges and Tunnels

Bronx-Whitestone Bridge
Bronx to Queens over the East River

Cross Bay Bridge
Queens to Rockaway Peninsula

Henry Hudson Bridge
Northern Manhattan to the Bronx

Marine Parkway Bridge
Brooklyn to Queens

Throgs Neck Bridge
The Bronx to Queens

Triborough Bridge
Connecting Manhattan, Queens and the Bronx

Verrazano-Narrows Bridge
From Brooklyn to Staten Island

Brooklyn Battery Tunnel
Brooklyn to Manhattan

Queens Midtown Tunnel
Midtown Manhattan and Queens

The Port Authority of New York and New Jersey

Bayonne Bridge

Staten Island with Bayonne, New Jersey

George Washington Bridge

From Manhattan to Fort Lee, New Jersey

Goethals Bridge

Elizabeth, New Jersey with Staten Island

Outerbridge Crossing

Perth Amboy, New Jersey to Staten Island

Holland Tunnel

Jersey City, New Jersey to Manhattan

Lincoln Tunnel

Central New Jersey to Manhattan

MPO

New York Metropolitan Transportation Council MPO

Total council/board members: 16

Voting members: 9

Agencies voting on council: 9

Agencies in an advisory role: 7

Counties: Nassau, Putnam, Rockland, Suffolk, Westchester, and Bronx County, Kings County, New York County, Queens County, and Richmond County in New York City

Council composition: One representative each from the counties of Putnam, Rockland, Suffolk, and Westchester; one representative each from the Metropolitan Transportation Authority, the New York City Department of Planning, the New York City Department of Transportation and the New York State Department of Transportation

Nonvoting agencies: Federal Highway Administration, Federal Transit Administration, New Jersey Transit, New York State Department of Environmental Conservation, North Jersey Transportation Planning Authority, Port Authority of New York & New Jersey, and the Environmental Protection Agency.

MAP 15. NEW YORK/NEW JERSEY METROPOLITAN AREA AND MAJOR MODES OF TRANSPORTATION



Source: Institute for Public Administration

Philadelphia Metropolitan Area

Philadelphia International Airport is owned by the City of Philadelphia. The major seaport, the Port of Philadelphia is operated by the Philadelphia Regional Port Authority. The major mass transit operator, the Southeastern Pennsylvania Transportation Authority (SEPTA) owns and operates commuter rail in the Philadelphia area as well as city bus routes. The other passenger rail operator in the area is the Port Authority Transit Corporation (PATCO). Another major transportation agency in the area is the Delaware River Port Authority of Pennsylvania/New Jersey; it operates the major bridges in Philadelphia and one in Chester. Most the agencies mentioned serve only in an advisory role in the local MPO, the Delaware Valley Regional Planning Commission. The Pennsylvania and New Jersey Departments of Transportation have a voting role on the board.

Air

Philadelphia International (PHL)
Authority: City of Philadelphia
 Passenger and Cargo
 Philadelphia

Seaport

Port of Philadelphia
Authority: Philadelphia Regional Port Authority, bi-state subsidiary of Delaware River
 Port Authority
 Philadelphia
 Body of Water: Delaware River

Port of Camden
Authority: South Jersey Port Corporation, bi-state subsidiary of the Delaware River Port
 Authority
 Camden
 Body of Water: Delaware River

Port of Chester
Authority: Philadelphia Regional Port Authority, an independent agency of the
 Commonwealth of Pennsylvania
 Chester
 Body of Water: Delaware River

Rail

Authority: Southeastern Pennsylvania Transportation Authority (SEPTA)
 Type and area: Commuter Rail, Greater Philadelphia, Southern New Jersey and Northern
 Delaware

Authority: Port Authority Transit Corporation (PATCO)
 Type and area: Commuter Rail, Philadelphia and New Jersey

Tunnels/Bridges

Authority: Delaware River Port Authority of Pennsylvania/New Jersey (all bridges cross the Delaware River)

Benjamin Franklin Bridge
Camden, New Jersey, to Philadelphia, Pennsylvania

Betsy Ross Bridge
Pennsauken, New Jersey, to Philadelphia, Pennsylvania

Commodore Barry Bridge
Bridgeport, New Jersey, to Chester, Pennsylvania

Walt Whitman Bridge
Gloucester, New Jersey, to Philadelphia, Pennsylvania

MPO**Delaware Valley Regional Planning Commission (N.J./Pa.) MPO**

Total council/board members: 33

Voting members: 18

Agencies voting on council: 6

Agencies in an advisory role: 15

Counties: Bucks, Chester, Delaware and Montgomery in Pa. Burlington, Camden, Gloucester and Mercer in N.J.

Council composition: One representative each from the Pennsylvania Department of Transportation, New Jersey Department of Transportation, Pennsylvania Department of Community Affairs, New Jersey Department of Community Affairs, New Jersey Governor's Office, and Pennsylvania Governor's Appointee, and one representative each from the cities of Philadelphia, Trenton, Camden, Chester, and the counties of Mercer, Gloucester, Camden, Burlington, Montgomery, Delaware, Chester, and Bucks.

Nonvoting agencies: Federal Highway Administration (Pa.), Federal Highway Administration (N.J.), Housing and Urban Development Region III, Southeastern Pennsylvania Transportation Authority, New Jersey Transit Corporation, Delaware River Port Authority, Port Authority Transit Corporation, Federal Transit Authority Region III, Environmental Protection Agency Region III, Environmental Protection Agency Region II, Pennsylvania Department of Environmental Protection, New Jersey Department of Environmental Protection, New Jersey Office of Smart Growth, Pennsylvania Department of Community and Economic Development, and Regional Citizens Committee

A detailed map of Philadelphia and its surrounding regions, including parts of New Jersey, Delaware, and Maryland. The map highlights major transportation infrastructure such as highways, railroads, and waterways. Key locations labeled include Philadelphia, Port of Philadelphia, Port of Camden-Gloucester, Philadelphia International Airport, Port of Chester, Port of Wilmington, and Port of Baltimore. A legend in the top left corner defines symbols for various types of roads, bridges, tunnels, and other features. A scale bar at the bottom indicates distances up to 40 miles. The University of Delaware logo and website are visible in the bottom right corner.

75

Baltimore Metropolitan Area

The major airport in the region, the Baltimore/Washington International Thurgood Marshall is owned by the State of Maryland. The Port of Baltimore is owned by the Maryland Port Administration, which is a subsidiary of the Maryland Department of Transportation. The Maryland Transit Administration (MTA) also operates commuter rail in the city, including light rail, the subway and the MARC Train that goes down to Washington, D.C. The only voting agency on the Baltimore Regional Transportation Board MPO is the Maryland Department of Transportation.

Air

Baltimore/Washington International Thurgood Marshall (BWI)

Authority: Maryland Aviation Administration, Maryland Department of Transportation,
State of Maryland
Passenger and Cargo
Baltimore

Seaport

Port of Baltimore

Authority: Maryland Department of Transportation, Maryland Port Administration
Baltimore

Rail

Authority: Maryland Transit Administration (MTA)

Type and area: Light Rail–Subway, Baltimore and Washington, D.C.

Bridges/Tunnels

Authority: Maryland Transportation Authority (MTA)

Francis Scott Key Bridge

Crosses the Patapsco River on I-695

Harry W. Nice Memorial Bridge

Crosses the Potomac River from Newburg, Maryland, to Dahlgren, Virginia, on U.S. Rt. 301

Thomas J. Hatem Memorial Bridge

Susquehanna River between Havre de Grace and Perryville on U.S. Rt. 40

William Preston Lane Jr. Memorial (Bay) Bridge

U.S. Rts. 50/301 over the Chesapeake Bay

Baltimore Harbor Tunnel

I-895 Connects Baltimore's industrial areas

Fort McHenry Tunnel

Patapsco River connects Locust Point with Canton on I-95

MPO**Baltimore Regional Transportation Board***Total council/board members:* 10*Voting members:* 8*Agencies voting on council:* 1*Agencies in an advisory role:* 2*Counties:* Harford, Carroll, Baltimore, Howard, Anne Arundel*Council composition:* The 10 members of the Baltimore Regional Transportation Board are made up of elected officials from the cities of Annapolis and Baltimore, and the counties of Anne Arundel, Baltimore, Carroll, Harford and Howard and the Maryland Department of Transportation.*Nonvoting agencies:* Maryland Department of Planning and the Maryland Department of the Environment.**Washington, D.C., Metropolitan Area**

Two major airports in the area, Washington Dulles International and Ronald Reagan Washington National are operated by the Metropolitan Washington Airport Authority. The Washington Metropolitan Area Transit Authority (WMATA) operates the major commuter train in the city and surrounding areas. Another transit agency is the Virginia Railway Express (VRE), a complex organization that operates passenger rail from Manassas and Fredericksburg to Washington, D.C. The MPO for the area is the National Capital Region Transportation Planning Board, which has major transportation agencies on its board. The major agency that is only serving in an advisory role is the Washington Metropolitan Airport Authority

Air

Washington Dulles International (IAD)

Authority: Metropolitan Washington Airport Authority

Passenger and Cargo

Washington, D.C.

Ronald Reagan Washington National (DCA)

Authority: Metropolitan Washington Airport Authority

Passenger

Arlington, Va.

Rail*Authority:* Washington Metropolitan Area Transit Authority Metrorail*Type and area:* Commuter rail, Greater Washington, D.C., and Southern Maryland

Virginia Railway Express (VRE). A partnership of the Northern Virginia Transportation Commission (NVTC) and the Potomac and Rappahannock Transportation Commission (PRTC)

Type and area: Passenger Rail, Manassas and Fredericksburg to Washington, D.C.

MPO**National Capital Region Transportation Planning Board (Md./D.C./Va.)**

Total council/board members: 41

Voting members: 35

Agencies on the voting council: 3

Agencies in an advisory role: 6

Counties: Frederick, Montgomery, Prince George's, Charles in Md., District of Columbia, Arlington, Fairfax, Loudon, Manassas, and Prince William in Va.

Council: 41 total representatives on the board from local governments, state transportation agencies, the Maryland and Virginia General Assemblies, Va. DOT, Md. DOT, and the Washington Metropolitan Area Transit Authority. Also, the Virginia Department of Transportation, Maryland Department of Transportation, and the Washington Metropolitan Area Transit Authority

Nonvoting agencies: FHA, FTA, TPB Private Providers Task Force, National Capital Planning Commission, Metropolitan Washington Airports Authority, and the National Park Service.

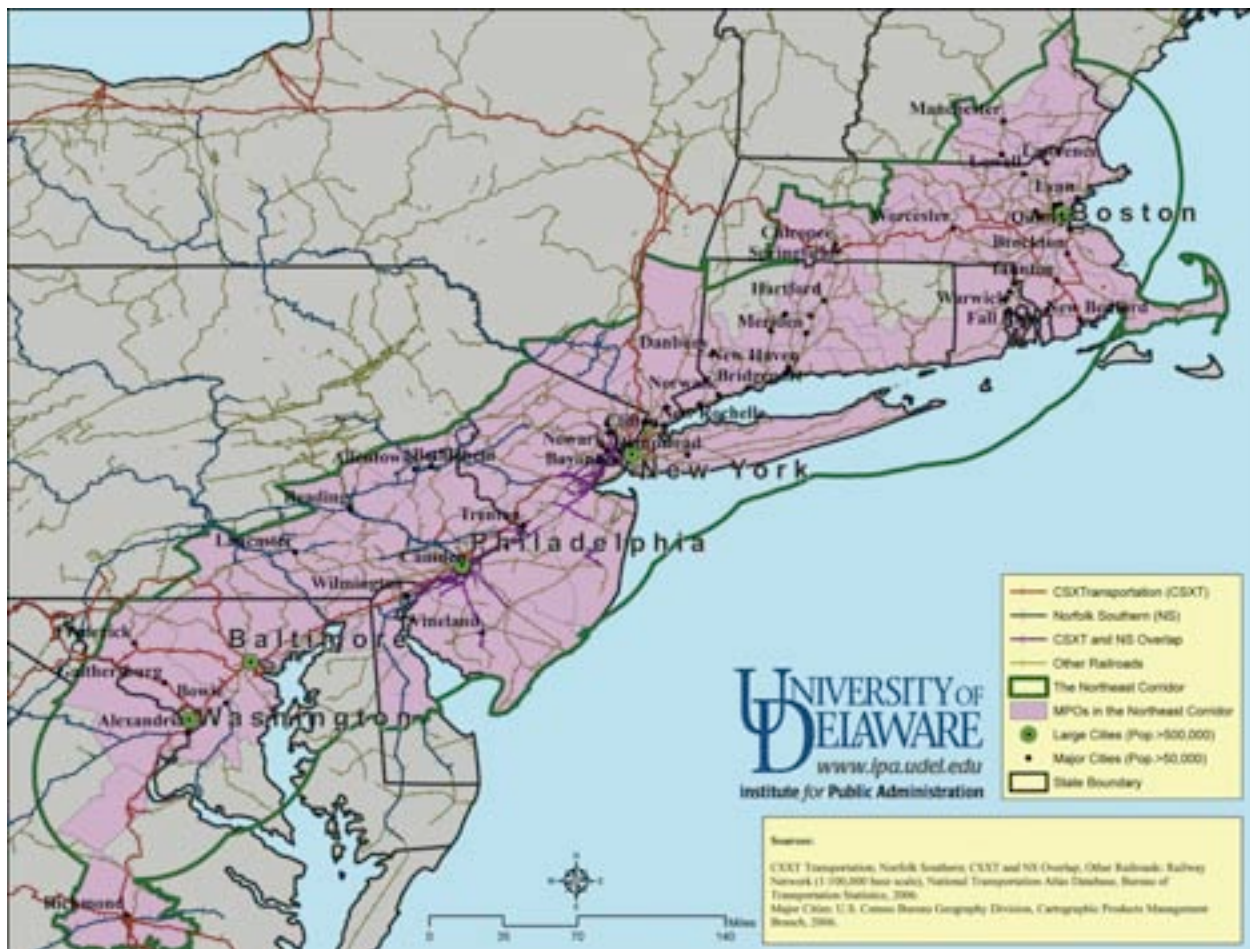
MAP 17. MAJOR MODES OF TRANSPORTATION FOR THE WASHINGTON, D.C./BALTIMORE METROPOLITAN AREA

Source: Institute for Public Administration

Appendix C. Maps of the Corridor's Major Private-Freight Rail Lines and Highway System

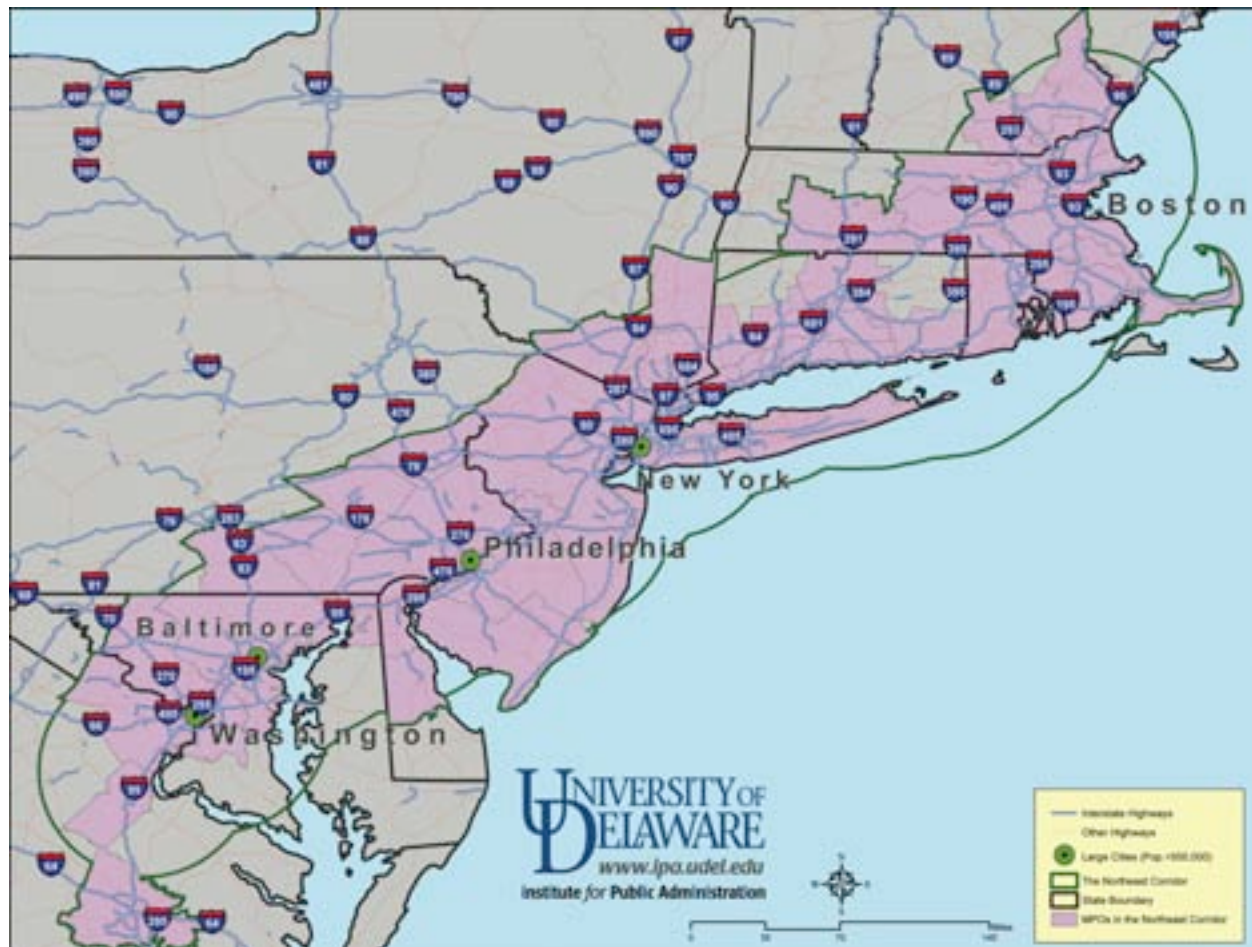
There are two major freight railroads in the Northeast Corridor, CSX Railroad and Norfolk Southern Railroad. CSX has lines all throughout the Corridor, while Norfolk Southern has lines from Virginia to New York. Both are private entities, and not considered major public transportation. Below is a map of both rail lines in the Corridor.

MAP 18. MAJOR FREIGHT RAILROAD LINES IN THE CORRIDOR

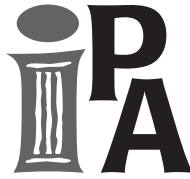


Source: Institute for Public Administration

MAP 19. MAJOR HIGHWAYS IN THE CORRIDOR



Source: Institute for Public Administration

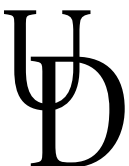


***Institute for Public Administration
College of Education & Public Policy
University of Delaware
180 Graham Hall
Newark, DE 19716-7380***

phone: 302-831-8971 e-mail: ipa@udel.edu fax: 302-831-3488

www.ipa.udel.edu

The University of Delaware's Institute for Public Administration (IPA) addresses the policy, planning, and management needs of its partners through the integration of applied research, professional development, and the education of tomorrow's leaders.



An Equal Opportunity/Affirmative Action Employer

The University of Delaware is committed to assuring equal opportunity to all persons and does not discriminate on the basis of race, creed, color, gender, genetic information, age, religion, national origin, veteran or disability status, or sexual orientation in its educational programs, activities, admissions or employment practices as required by Title IX of the Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights Act of 1964, and other applicable statutes. Inquiries concerning Section 504 compliance and information regarding campus accessibility should be referred to the Office of Disability Support Services (DSS), (302) 831-4643, located at 119 Alison Hall. Inquiries concerning Title VII and Title IX should be referred to the Office of the Assistant Vice President for Affirmative Action, (302) 831-8735, located at 124 Hullihen Hall.